DOCUMENT RESUME

ED 122 060 CE 006 917

TITLE	Transitional Employment Experimental Model (TEEM). Final Report.
INSTITUTION	California State Personnel Board, Sacramento.
SPONS AGENCY	Manpower Administration (DOL), Washington, D.C. Office of Research and Development.
GRANT	DOL-21-06-73-06
NOTE	130p.; Flowchart under exhibits H-D in Part III of text will not reproduce well in microfiche due to smallness of type; Prepared by the Public Employment and Affirmative Action Division
EDRS PRICE	MF-$0.83 HC-$7.35 Plus Postage.
DESCRIPTORS	*Disadvantaged Groups; Employment Opportunities; *Employment Programs; Employment Services; Guides; *Job Placement; Manpower Development; *Manpower Utilization; *Models; On the Job Training; Program Administration; Program Costs; Program Descriptions; Program Design; Program Evaluation; Questionnaires; Tables (Data); Unemployed
IDENTIFIERS	TEEM; *Transitional Employment Experimental Model

ABSTRACT

The final report of the Transitional Employeemnt Experimental Model (TEEM) Project, a research and development project providing a potential model for a large scale manpower absorption program in times of economic need, is presented. One major purpose of the project was to demonstrate the viability of providing suitable job placement for the disadvantaged through a two-step training/placement process which included specialized vocational services through "host agencies" and the opportunity for permanent employment through "receiving agencies." Five transitional models were developed and tested utilizing the host/receiving agency concept to sample all potential markets where placement activities could occur. An extensive examination of the project includes: summaries and full statements of project hypotheses, recommendations, and findings; history and background of TEEM; and project operation. Appended material takes up over half of the document and includes: The TEEM handbook, tables showing the number of months participants were placed in host and receiving agencies, summary of supervisor/counselor questionnaires, and a summary of participant questionnaires. The two-step hiring concept is recommended for use during an economic downturn, but it is not known whether the TEEM model would be suitable in a different economic climate. (Author/LH)

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CALIFORNIA STATE PERSONNEL BOARD
801 CAPITOL MALL • SACRAMENTO 95814

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Mr. Richard F. McAllister
U.S. Department of Labor
Manpower Administration
Office of Research and Development
601 D Street, N.W.
Washington, D.C. 20213

Dear Mr. McAllister:

Enclosed is the final TEEM report and the necessary forms to close out the project.

While reviewing the report, you will notice a slight deviation from the report outline sent to you on October 7, 1975. These modifications did not change the results of the report, but did modify the outline format to a minor degree.

Thank you for providing this opportunity to test the TEEM project. Considerable knowledge has been learned regarding what works and what does not work for manpower programs. This information will be useful for current and future programs used in California.

If you or your staff have any questions regarding this report, please contact Robert Dennis or Jim Gaskins at (916) 322-3703.

Sincerely,

HENRY HARVEY, Chief
Public Employment and Affirmative
Action Division

Enc.

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FINAL REPORT

Transitional Employment Experimental Model (TEEM)

"The material in this project was prepared under Grant Number 21-06-73-06 from the Manpower Administration, U.S. Department of Labor, under the authority of Title I of the Manpower Development and Training Act of 1962, as amended. Researchers undertaking such projects under Government sponsorship were encouraged to express freely their professional judgment. Therefore, points of view or opinions stated in this document do not necessarily represent the official position of policy of the Department of Labor."

Grantee: California State Personnel Board
801 Capitol Mall
Sacramento, California 95814

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INTRODUCTION

The Transitional Employment Experimental Model (TEEM) Project was created by the California State Personnel Board, Career Opportunities Development (COD) Unit, and funded by the U.S. Department of Labor (DOL), as a research and development project to provide a potential model for a large-scale manpower absorption program in times of economic need. As a research and development project, TEEM was conducted to develop information regarding the utilization of specific approaches and modifications of approaches to manpower programs. The approaches and techniques which were unique to the TEEM Project will be delineated in the Hypothesis section of this report. The Department of Labor funded the Project in looking ahead to possible development of new methods to alleviate problems of employing the disadvantaged citizens, many of whom have been served unsuccessfully by previous manpower programs.

One major purpose of the Project was to demonstrate the viability of providing suitable job placement for the disadvantaged through a two-step training/placement process which included specialized vocational services through "host agencies" and the opportunity for permanent employment through "receiving agencies". Five transitional models were developed and tested utilizing the host/receiving agency concept to sample all potential markets where placement activities could occur.

Prior to the TEEM Project, the COD Program centered upon job restructuring, creation of new trainee levels, outreach, recruitment, utilization of community resources, and the development of job-selection services which do not automatically screen out the disadvantaged. Major emphasis has been given to (a) determining whether an individual can perform a given type of work and to (b) moving the largest possible number of disadvantaged people into career employment. Such a procedure, under COD, has proven effective but it appears people have either dropped out or not transitioned into the regular employment system due to the inability of largely unskilled or semiskilled participants to adjust to the demands of the overall work environment.

PART I

SUMMARY OF REPORT

Summary of Hypotheses

The hypotheses, listed below in summary form, will be the focus of this report; however, additional information learned during the operation of TEEM will be incorporated in the report to explain all aspects of the Project.

1. Employers can be persuaded to participate in the TEEM Project even if they have not participated in manpower programs in the past.

2. The TEEM process will increase the participant's chance for permanent employment.

3. Human services agencies are effective as host agencies.

Summary of Recommendations

Recommendations are summarized below for ease of reference. These recommendations are fully discussed in Part VI.

A. Because of the positive findings regarding employees' participation in the Project, the following recommendations are made:

    1. Strong recruitment for minorities and women should be emphasized.

    2. In-depth information on potential employees' background, skills, and work habits should be made available to employers.

    3. COD classes, temporary, or similar appointments should be used as the vehicle for hiring participants into State service.

    4. A written training plan should be prepared for each participant which indicates the specific time period wages will be subsidized.

    5. The referring human services agency should continue providing placement and other services.

    6. Early transition from a host to a receiving agency should be clearly stated in administrative policy.

    7. Several applicants should be referred for each job opening with the specific number of referrals to be determined by the employer and the referring agency.

B. The two-stage hiring process should be continued on a limited basis. For example, Rehabilitation's "special hires" contract should be continued using the TEEM concept (see Funding Phase II). Close monitoring is essential if the concept is incorporated into existing manpower programs.

C. Host agencies should be selected by the degree of motivation and enthusiasm portrayed by management and supervisors.

1. For maximum effectiveness host agency staff should be willing to spend the time necessary to understand and counsel participants about their personal problems and needs.
2. Counseling and vocational guidance should be available to employees on a need basis. These services do not necessarily need to be provided by a human services agency.
3. Placement services should be available to all participants. Placement assistance may be provided by the host agency or the referring agency.

D. Orientation should be provided to participants, supervisors and management prior to implementation and again soon after placement.

E. A well-written handbook should be distributed to all involved parties.

F. Consortium meetings should be used to establish lines of communications and to work out participant problems. Strong leadership is essential when using consortiums.

G. A coordinator should be assigned to monitor the program.

Summary of Findings

Findings are summarized below for ease of reference.

A. Employers participated in the TEEM Project because:

1. The Project assisted employers toward attaining their affirmative action commitments.
2. In-depth information on potential employees' background, skills, and work habits was available to employees in the selection process.

3. The employer could "try out" an employee without the administrative paper work necessary in the typical employment process.

4. Host agencies were able to add staff at no payroll cost.

5. The TEEM Project provided another placement source for human services agencies.

B. While the participant "pool" concept was not adequately tested, employers expressed strong interest in interviewing several people for each job opening.

C. The TEEM process increased participants' chances for permanent employment.

1. Current successful paid work experience did increase participants' chances for permanent employment.

2. Many TEEM participants indicated their belief that they might not have been successful without the two-step hiring process. However, there is no data to prove that each participant had a better job match than with operational manpower programs.

D. Human services agencies were not proven more effective as host agencies than other agencies.

1. Human services agencies did not prove to be more responsive to participant problems and needs than staff of other agencies.

2. Human service agencies were not more effective in providing counseling and vocational guidance than other agencies.

3. Human services agencies' capacity to outstation incumbent preprofessionals is no greater than for other agencies.

E. Orientation is essential for participants, supervisors, and agency administration.

F. While the TEEM handbook is not a good example because it was either not understood or not read, interviews showed that a concise well-written handbook is a necessary tool for program success.

G. The consortium is useful in establishing lines of communication and mutual trust among participating agencies.

H. Participants who remain in host agencies over a long term have a tendency to develop personal attachments to the host agency which impedes orderly transition to the receiving agency.

I. Overall a total of 76 participants were hired in the TEEM Project, of whom, 52 or 68% were placed into permanent jobs. Broken down, Phase I was most successful in placement activities with a rate of 38/50 or 76%. Phase II placed 14/26 or 54%.

J. A comparison between the TEEM Project and the State Personnel Board administered Welfare Reform Act Jobs Program reveals a difference in combined government and participant program benefits. Some WRA-JOBS participants were placed in jobs paying a much higher salary than the highest paid TEEM employee. (See Table 1 in Part III on Page 5.)

K. Rehabilitation's "special hires" contract resulted in a permanent placement rate of 63%, which is the same rate as the WRA-JOBS Program for the nondisabled.

L. The following information was derived from the supervisor/counselor questionnaires.

1. In host agencies, 68% of the participants were placed in "productive" jobs; while in receiving agencies, 86% of the participants were placed in "productive" jobs.

2. In host agencies, 69% of the participants provided "additional" or "increased" services; while in receiving agencies, 81% of the participants provided "additional" or "increased" services.

3. In host agencies, 69% of the participants had work output ranging from "comparable" to "much more" than regular employees.

4. In host agencies, 64% of the participants were available for productive work ranging from "comparable" to "much more" than regular employees; while in receiving agencies, 61% were available for productive work ranging from "slightly less" to "much more" than regular employees.

5. In host agencies, the supervision required for participants averaged approximately 1½ hours more per week than for regular employees; while in receiving agencies, the average participant required less than an hour of added supervision.

M. The following information was derived from participant questionnaires.

1. Of the participants interviewed, 85% felt they were in a "productive" job, 76% felt they received adequate orientation, 72% felt they received adequate training, 52% felt they received adequate career counseling, 63% felt they received adequate counseling on personal matters. When asked about the length of their host agency experience, 65% felt it had been adequate, while 24% felt it had been too long. (The average length of stay in a host agency was 5.07 months.)

2. During the host agency experience, 74% of the participants felt they had not been treated differently than the "regular" employees. Of the 26% who felt they had been treated differently, 44% felt they were treated differently by the employees, 38% by supervisors and 19% by management.

3. The reaction to their treatment during the receiving agency experience was almost identical. While in the receiving agency, 31% felt they were treated differently, while 39% felt they were treated differently by other employees, 39% felt they were treated differently by supervisors and 22% felt they were treated differently by management. While 50% of the participants felt this treatment had hindered their adjustment to the work environment, 67% felt the treatment had no negative effect on their ability to learn the job.

4. An interesting finding was, of those in receiving agencies in Phase I, only 60% felt their job assignment matched their abilities, skills, and interest. In Phase II, 92% felt their job assignment matched their abilities, skills, and interest. Phase I and II combined showed 70%.

PART II

HISTORY AND DESCRIPTION OF TEEM

Background

During the 1960's, as the bars of discrimination were lowered, the disadvantaged found themselves still excluded by the effects of discrimination. As America moved into the 1970's, poor and disadvantaged individuals broadened their demands for admissions into those institutions and occupations from which they had been excluded by class and racial prejudice. They lacked the education, training and experience that were passports to upward mobility. In many cases, the disadvantaged lacked even the aspirations and resources to take advantage of training programs such as Manpower Development and Training Act (MDTA) and the Neighborhood Youth Corps (NYC), which had been set up in the 1960's.

When these early programs with their emphasis on fitting the disadvantaged into existing job structure failed to live up to ever-rising expectations, people began to ask whether it might not be more efficient and effective to modify jobs to fit the skills, interest and abilities of the disadvantaged rather than attempting to train the disadvantaged to fit existing jobs. For example, the "New Careers" concept was based on the assumption that existing work could be organized into jobs that take advantage of the often unique skills and abilities of the disadvantaged. This concept was written into Federal law by the 1966 Amendments to the Economic Opportunity Act.

Under the current Career Opportunities Development (COD) Program, the California State Personnel Board has pioneered efforts in the career employment of the disadvantaged in California. These efforts have centered on job restructuring, creation of new trainee levels, outreach, recruiting, utilizing community resources, and the development of job selection devices that do not arbitrarily screen out the disadvantaged. Emphasis has been placed on determining whether an individual can perform a given type of work while at the same time attempting to move the largest possible number of disadvantaged persons into career employment.

As with COD, TEEM has placed emphasis on fitting disadvantaged applicants into the jobs for which they are best suited by virtue of their individual skills, interests, and abilities. The TEEM Project has concentrated on moving members of the disadvantaged community into those types of jobs for which they are best suited. Drawing on the developed working relationships of the Career Opportunities Development Unit, the Transitional Employment Experimental Model (TEEM) took a systematic approach to recruiting and placement of the disadvantaged in State agencies and local jurisdictions.

It was planned that the TEEM Project would operate in a manner similar to that already used in the WIN/COD and for the same purpose. However, it was recognized that many State and local agencies and many specific occupational groups were not participating in either the WIN Program or the WIN/COD Program. Furthermore, program effectiveness was impaired by inadequate screening, enrollee orientation and inappropriate referral and placement decisions.

Two-Step Hiring Process

The TEEM Project process was developed to overcome both these areas of concern by the use of a two-step employment process.

The first step involves the use of a client-oriented human service agency as the first employer. This employer is referred to as a "host" agency. In the model, the enrollee was employed in the host agency to provide expanded services to its clients. This period was planned to continue for approximately three months. During this time, the enrollee was to be provided in-depth vocational assessment and counseling services to identify the best type of placement consistent with his or her aptitudes, interests and abilities. The enrollee in effect was both an employee and a client of the host agency. During this period, the enrollee was given close supervision, was oriented to the world of work, was counseled on matters affecting his/her placement while developing a record of full-time paid work experience.

At a time of economic need, human service agencies such as employment service and welfare departments usually experience increased work load and can generally utilize additional staff. The program provides an opportunity to augment the work force of host and receiving agencies during these times. The system was designed to allow for a very quick absorption by human service agencies and a more orderly and considered job development among other potential participating employers after initial implementation.

The second step in the two-step process was the placement of the enrollee in an agency referred to as a "receiving" agency. Receiving agencies who perform outstationed skill training and ultimately employment into budgeted positions were agencies (or sections within the host agency) that have had less access to and experience in hiring disadvantaged minority workers. When ready for training, an enrollee was placed in a receiving agency to be taught a specific skill. Receiving agencies were those not typically participating in manpower programs in the past.

Host Agencies Used

Human services agencies were chosen to serve as "host" agencies under the assumption that they would be more responsive to participant needs in terms of vocational assessment and guidance, and placement, and have experience in hiring disadvantaged minority workers. Chosen as "host" agencies were the Employment Development Department, the Department of the Youth Authority and the Department of Rehabilitation. As all three Departments are in the business of placing disadvantaged clients into suitable occupations, it was assumed that they would be more skilled and demonstrate higher levels of professional understanding of client needs than other agencies. Further, it was assumed that they would be able to provide a better job match than other departments who had little skills or experience in the placement of disadvantaged individuals. All three agencies have the capability to provide the necessary testing and counseling, and have expertise in vocational rehabilitation.

Since host agencies are client service oriented and provide individual social, economic and vocational assistance, their participation was used to accomplish the following:

1. Provide orientation to the world of work, vocational assessment and counseling, basic job training, and necessary job site counseling for TEEM Project employees.
2. Provide a recruitment and referral process for persons enrolled in or eligible for WIN.
3. Provide necessary supervision in order to utilize employees in needed work activities of the "host" agency and assign them so that the host agency counseling services would be available during the counseling phase. (Work assignments were considered additional sources of employee assistance.)
4. Provide counseling and training time to employees as appropriate to carry out the TEEM objectives.
5. Provide TEEM Project staff access to appropriate client records.
6. Provide staff participation through a consortium consisting of TEEM Project staff, host agency and receiving agency representatives.

Host Agency Benefits

For "host" agencies, it is an opportunity to provide placement service to an additional number of clients. The clients are employees and, as such, are gaining paid work experience. This is a valuable asset to their gaining or maintaining credentials with the labor market. For the employee, the financial pressure of needing a job is lessened by having a job. Counselors have an opportunity to help determine the most suitable type of job placement. The "host" agency also gains some additional productive assistance at no payroll cost.

Receiving Agency Role

Receiving agencies are responsible for providing:

1. An expanded range of vocational choices for TEEM employees.
2. Structured skill training.
3. Identification and location of suitable positions within their agencies.
4. Budgeted positions to absorb TEEM employees into the regular work force.
5. Preparation of TEEM employees to take civil service tests.
6. Participation in the consortium.
7. Access to appropriate client training and progress records.

The system benefits the disadvantaged by opening a larger number of jobs, by broadening the spectrum of available jobs and by creating career ladders suited to their individual talents and abilities.

TEEM staff developed a system linking the recruiting and training potential of human and social service agencies with the hiring needs of other employers which could significantly benefit employers while opening new career opportunities to the disadvantaged. The service agencies can further enhance their community credibility and acceptance by hiring larger numbers of community people. They can upgrade the quality of their staff by retaining only those individuals best suited to human and social service work. By insuring a constant flow of community people into and through an agency, the system enables the agency to constantly renew its attitudes and assumptions concerning the needs, expectations and reactions of the client community.

Receiving Agency Benefits

The receiving agency benefits most of all because such a system would help meet affirmative action requirements and commitments. Participation in the system provides career-oriented members of the disadvantaged community to fill restructured entry-level jobs in the organization.

Receiving agencies gain an opportunity to become familiar with a wider range of potential employees. They are in a position to hire employees that supervisory and counseling assessments indicate could fit into their organizational structure. This should be of assistance in upgrading staff by providing new employees with required talent and aptitude.

State Personnel Board Role

The State Personnel Board assumed responsibility for administration and coordination of the TEEM Project which included:

1. Providing assistance to agencies in designating and implementing in-service and out-service training to improve skills, abilities, and the promotional potential of TEEM employees.
2. Assisting with the orientation and training of staff, management, and TEEM employees.
3. Developing a job placement system for TEEM employees and providing other needed personnel services consistent with the civil service merit system.
4. Providing technical personnel and procedural assistance to participating agencies where needed in recruitment, selection, transactions, training and job restructuring activities.
5. Providing limited supportive services to TEEM employees when such were needed by participants in the Project (emergency transportation, training, and dental health care).
6. Providing forms to keep records of employee personal data, progress and performance data, recognized problems, recommendations, and follow-up procedures.
7. Designing and implementing an evaluation system with the assistance of host and receiving agencies.

Transitional Models

In order to sample all potential markets where placement could occur, the Project involved the development and testing of five transitional models. The models demonstrated are:

1. Hiring by the State agency with movement to a State agency.
2. Hiring by a State agency with movement to a local agency.

3. Hiring by a local agency with movement to a State agency.

4. Hiring by a local agency with movement to a local agency, State or both.

5. Hiring by a public agency with movement to a private employer.

TEEM Phase II

Because of a late start in getting the Project operating and because of unforeseen problems, TEEM was only partially completed at the end of the contracted time. In June 1974, when Phase I of the TEEM Project was due to terminate, the U.S. Department of Labor agreed to extend the project through June 30, 1975,* to accomplish the following:

1. Complete the evaluation of the TEEM process on the first 50 trainees.

2. Develop a process to integrate the existing State Personnel Board COD/WIN Jobs Program with California Welfare Reform Act salary subsidy resources. Under this funding arrangement, a second hiring component of 25 to 30 TEEM trainees were selected to:

    a. Test the outplacement and Transitional Models Three, Four and Five which had not been tested to date.

    b. Provide a further test and refinement of the TEEM concept.

    c. Provide a new basis for a cost accounting system which was not satisfactorily developed during the initial experience.

Phase II of the TEEM concept was initiated in July of 1974 based upon the following developments:

1. The Department of Labor national WIN office approved a request for contract waiver which permitted trainee funding using a combination of WIN/COD monies.

2. The State Department of Rehabilitation agreed to participate as a host agency and additionally to participate in receiving agency job development and placement activities.

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*Another six months' extension was granted in order to complete placement activities and to allow for report writing.

3. The Employment Development Department (EDD) developed a procedure to make available WIN/COD job orders to TEEM trainees so that improved occupational matching and choice was possible.

4. A county willing to participate in the Project was identified which enabled testing of Transition Models Three, Four and Five.

Based upon these developments, the TEEM process was modified during the extension period as follows:

1. The TEEM Project was merged into the larger, ongoing Career Opportunities Development Program. TEEM staff positions were combined with the COD operational staff and the entire staff shared the TEEM work load. A Project time reporting system was installed to enable identification and documentation of staff time expended on the TEEM Project.

2. An additional 27 participants were enrolled in the Project.

3. The local-to-local, local-to-State, and public-to-private transitional models received special emphasis since they had not been adequately tested.

4. The majority of participants were recruited from the State Department of Rehabilitation. The Department of Rehabilitation agreed to act as a host agency and participate in receiving agency job development and placement activities.

5. Rehabilitation assumed responsibility for providing comprehensive testing and guidance and career counseling.

6. A Rehabilitation Counselor was added to the TEEM staff in late October 1974 to act as a liaison between the State Personnel Board, the Employment Development Department, and the Department of Rehabilitation and coordinate the activities of participants and their supervisors in Phase II.

7. The job development approach was modified to provide TEEM employees access to all WIN/COD job orders, thus providing a substantially increased occupational choice.

TEEM Employee Funding

Under the original contract proposal, TEEM employee salaries were to be subsidized by WIN/COD monies (50% WIN and 50% COD), but major problems developed with the funding which required several months to resolve.

Prior to initiation of the Project, the Department of Labor, Employment Development Department, and the State Personnel Board were aware of the proposed method of enrollee funding and the planned modifications in the WIN/COD contract form which appeared acceptable to the EDD legal staff. However, when initial processing of an actual host agency contract began, EDD's legal staff concluded that the Department of Labor WIN on-the-job training provisions precluded the use of WIN funds in the TEEM process for two reasons:

1. WIN contracts with the host agency were considered inappropriate because the host agency was not making a commitment for permanent employment. (Only the receiving agency would make permanent commitments.)

2. The work performed in the host agency was not considered skill training in the occupation in which the enrollee would ultimately be placed.

Since by design the receiving agency would not be identified until after the vocational assessment process, it was not possible to contract directly with a receiving agency. Furthermore, such a contract would have invalidated one of the inducements to attaining the participation of a receiving agency - the opportunity to "try out" the enrollee while payrolled by the host agency before making a firm contractual commitment.

After some period of discussion, the second objection was resolved by a decision that all the training was directed to the total employability of the enrollee. This left only the issue of a "proper party" for the on-the-job training contact.

Because the usual WIN on-the-job training payment to employers equals approximately 50% of payroll costs, the State adopted a policy of providing not more than 50% of payroll costs in salary subsidy. Therefore, it was not thought possible to fund enrollee payroll costs at 100% from State funds.

Furthermore, when the Department of Labor national office's WIN staff was asked to assist in finding an alternative, they interpreted the project as providing a 100% salary subsidy which is precluded by WIN regulations. They did not accept the TEEM staff position that only the COD share (State) was a salary subsidy and that the remainder of the employer payroll costs was legitimately the WIN on-the-job training payment for on-the-job costs. They reached this conclusion because TEEM staff did not take adequate care in the proposal to describe the true on-the-job nature of the placement. Since TEEM staff was not seeking Enrollee Salary Funds and since the net effect of the combined on-the-job training payment and COD subsidy was full reimbursement of payroll costs to the employer, the whole intent of this payment was not fully explained.

As a consequence of this misinterpretation of intent, however, the national office did not study the issues that prevented EDD from processing the contracts; instead, they dealt only with the question of the inappropriateness of on-the-job training as a wage subsidy.

In the interim, TEEM staff was working on a host agency contract for one of the local (county) participants (Phase II). Interestingly, EDD's legal staff approved the contract on the basis that the contract was with the jurisdiction at large, not the host agency per se. The rationale in this case was that the county administration and Board of Supervisors can commit to a permanent hire somewhere in the county employ and, therefore, they speak for receiving as well as host agencies. The situation is significantly different from the State system, wherein there is no single appointing power over both host and receiving agencies.

Because of all the problems with identifying appropriate funds for participants' salaries, TEEM staff obtained a State Personnel Board policy change to allow the use of Jobs money to fund salaries 100%.

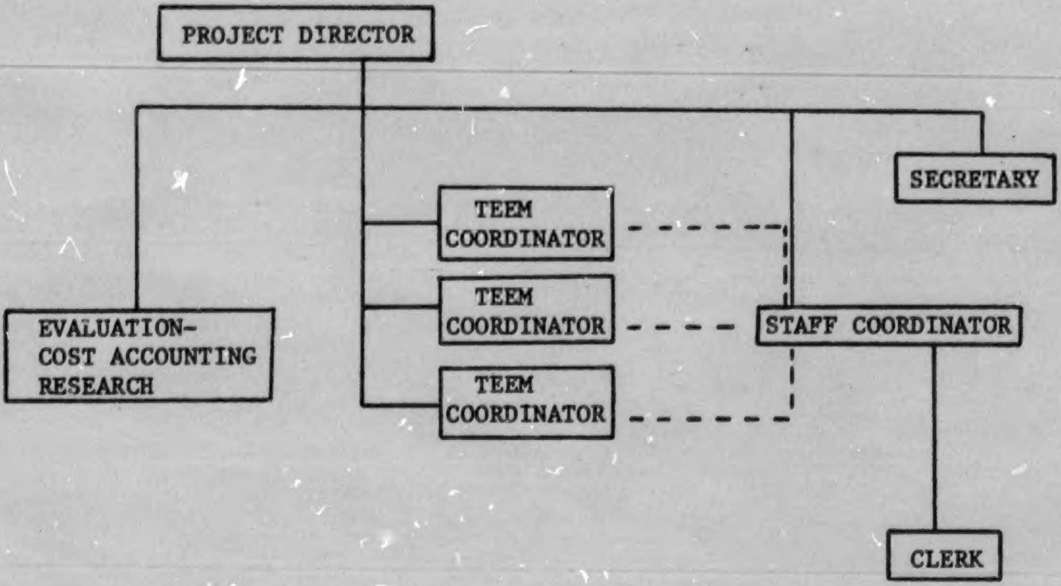
Funding - Phase II

As stated previously, the Sacramento County Contract was funded by WIN/COD monies (50% WIN and 50% State). The remainder of participant salaries was paid through a contract (referred to as "special hires") between the State Personnel Board and the Department of Rehabilitation which resulted from a decision by Department of Labor to allow WIN funds to be used for private profit jobs. This contract was broad enough to allow placement in any capacity (i.e., county, State, private nonprofit, and private profit).

Administrative Structure of TEEM (Phase I)

The TEEM staff of Phase I consisted of a Project Director, three Job Developers, one Cost Accountant/Evaluations Analyst and clerical support (two staff-years). An organizational chart (shown below) shows the line authority assigned to each individual staff member.

ORGANIZATIONAL CHART


PROJECT DIRECTOR
SECRETARY
TEEM COORDINATOR
TEEM COORDINATOR
TEEM COORDINATOR
EVALUATION-COST ACCOUNTING RESEARCH
STAFF COORDINATOR
CLERK

The Project Director was given responsibility and authority for the entire Project and Project staff. A Staff Coordinator, under direction of the Project Director, served as coordinator, advisor and functional supervisor for three coordinators. An evaluation/cost analyst was responsible for assessing the Project's progress and activities toward its stated objectives, and establishing a cost accounting system to show actual expenses involved with the Project.

One TEEM coordinator was outstationed in Los Angeles to facilitate interagency operation of the Project, coordinate hiring, orientation and interagency management of TEEM employees. Additional responsibilities of the coordinator were to compile and maintain information relating to specific openings in State service and other employing agencies; establish and maintain TEEM consortium; participate in the evaluation process; travel to Sacramento for meetings and information as needed; and, develop substation work assignments with the county, city and private employers. Two additional TEEM coordinators were located in Sacramento. Their duties included promoting transitional movement of participants into regular civil service classifications and positions; negotiating with State and local agencies to obtain their participation in the Project as either host or receiving agencies; designing and processing interagency agreements and contracts as needed; conducting interagency consortium meetings and employee orientation meetings to interpret personal matters, explain the use of TEEM employment lists, and examination schedules and processes.

Recruitment and Selection of Phase I TEEM Employees

California state civil service positions are filled from eligible lists established through competitive examinations. Candidates who are successful in the testing process are placed on an eligible list by obtained scores. Departments may select from one of the top three scores to fill an open position.

The State Personnel Board established the classification of TEEM Aid and TEEM Assistant as two preentry level classes to be used in Phase I of the TEEM Project. These classes were the vehicles used in State service to recruit and train persons to serve in the TEEM Project to perform unskilled, semiskilled, and skilled work, both in human services and other public service occupations.

These two broad classes were developed to enhance the control of the Project and reduce the administrative record keeping in the movement of participants from one department or one function to another.

Incumbents in these classes were extended permanent civil service status. This differed from other COD classes where an individual entered State service in an occupational ladder as a temporary appointment. As TEEM incumbents reached appropriate levels of skill and, as job opportunities occurred, they either transferred to another COD class at the same level, competed in examinations for COD classes at a higher level, or competed in examinations for regular civil service entry classes in appropriate occupations. Persons hired in the classes of TEEM Project Aid or Assistant who, after counseling, did not demonstrate potential for advancement, were dropped from the Project.

The Recruitment and Selection Plan for Phase I was designed to be compatible with the existing California State Merit System. It is important to realize that, although the target group was comprised of disadvantaged who normally fall outside the skill and experience range needed to enter civil service, most of TEEM's Recruitment and Selection Plan could be duplicated by other programs or projects of other public agencies.

Important features of TEEM's Recruitment and Selection Plan include:

1. A minimum qualification provision which insured that only WIN-eligible (and therefore fundable) persons could apply.
2. The examination was held only in participating offices located in the specific geographic areas which had been designated as TEEM's target areas.
3. Publicity time which was held to legal minimums to focus on primarily counselor-referred applicants. (When combined with 1. and 2., a highly selective pool of applicants was developed.)

A difficulty anticipated with the Plan was that a host agency could not be guaranteed access to their own clients. Their clients would not necessarily be reachable on the eligible lists, that is, among the top three. An important selling point for the TEEM Project was potentially impaired. Fortunately, numbers were far smaller for the Project than for most other classes. Eligible lists were therefore cleared expeditiously enough to allow host agencies to hire most of their own clients.

TEEM Project Aid

The classification of TEEM Project Aid was established for enrollees who had no previous work experience. Enrollment in both the WIN Program and client services of either the Departments of Employment Development, Rehabilitation, Mental Hygiene, Youth Authority, or Corrections were required as minimum qualifications for entrance into the selection process. The salary range for TEEM Aid was $440 per month through $484 per month.

TEEM Project Assistant

Minimum qualifications for entrance as a TEEM Project Assistant were either six months' experience as a TEEM Project Aid or one year of paid work experience in a social service, mechanical, technical, maintenance, or service occupation; and enrollment in the WIN Program and receiving services from the Departments of Employment Development, Rehabilitation, Mental Hygiene, Youth Authority, or Corrections. The TEEM Project Assistant had a salary range from $509 per month through $562 per month.

TEEM Employee Work Assignments

During the training period, TEEM employees were not assigned to fill a position normally held by a regular civil service employee, either in host or receiving agencies. The TEEM employee was treated as an extra employee in each agency (not replacement). When the TEEM employee met the minimum qualifications normally expected of persons doing similar work, the employee was hired into a vacant position.

Recruitment and Selection of Phase II TEEM Employees

Phase II TEEM employees were referred by the Departments of Rehabilitation and Employment Development. TEEM staff and the referring counselor screened applicants prior to appointment to positions. Basically, screening techniques consisted of subjectively measuring interest, achievement, and ability to perform given tasks. Twenty-seven participants were hired in Phase II. Eight were placed using WIN/COD contracts and 19 were placed using the "Special Hires" concept. A contract between the Departments of Employment Development, Rehabilitation and the State Personnel Board allows Rehabilitation to hire their clients who receive welfare cash grants into temporary positions (9 months maximum). Then, under the Special Hires concept, these clients can be outstationed in any appropriate job in any agency whether it be a public or a private employer.

In Phase I, clients could not be funded in private-profit agencies, nor were clients given a definite employment time frame. Phase II clients and their counselors knew that permanent placement had to be accomplished within nine months or termination resulted. The pressure of a deadline was a tool designed to force counselors and clients to shorten "host" agency time and allow adequate time for on-the-job training and, as such, was effective.

Consortiums

Early in Phase I, consortiums were established as an integral part of the Project. Consortiums were a series of regular communication meetings to increase the chances for permanent employment of the participants. The initial consortiums included host agency staff only. Later, the consortiums added receiving agency staff to develop realistic plans for transition of the participants from the host agency to the receiving agency. Consortiums were also used to share information about individual participant problems and performance.

Orientation

All TEEM participants and their supervisors were scheduled for orientation as close as possible to the start of employment. Subjects covered in orientation meetings included:

1. An explanation of the TEEM concept.
2. The purpose of stay in the host agency.
3. The purpose of placement in the receiving agency.
4. An explanation of training and exposure in a skill and the possibility of permanent employment.
5. General information about attendance, promptness, attitudes, ability to relate to other people, motivations and interests, etc.

Upon entering the receiving agency, the employee was again given similar orientation. This session was designed to introduce the employee to actual on-the-job training. A training program was explained (either orally or written) so that the employee and employer had a mutual understanding of what was expected from each party.

Receiving agency negotiations

There was little difference between the type of negotiations involved in the TEEM process and the regular WIN/COD process. Employers were contacted to determine their interest and appropriateness of their participation in such a project. When agreement was reached upon the terms, a contract was written between the State Personnel Board and that employer.

PART III

PROJECT OPERATION

TEEM Strategy

TEEM strategy has been graphically presented by the flow chart contained in the next four pages of this report. The flow chart shows the steps of the Project and their order of progression. In order to simplify the identification of roles and responsibilities, each unit involved with the Project has been listed separately on the chart.

The flow of Phase I and Phase II was identical with two exceptions:

1. Use of the consortium concept was eliminated in Phase II. The major reason for discontinuance was because members indicated meetings were not sufficiently productive, based on the smaller number of Phase II participants, to warrant continuance.

2. Another difference was that the use of TEEM Aid and TEEM Assistant classes was eliminated and COD classes were substituted. The reason for this change was that in Phase I, participants were allowed to gain permanent civil service status, even though several of them were either not capable or not willing to perform the duties assigned. Understandably, host agency supervisors refused to hire an unproductive trainee.

   Therefore, the State Personnel Board was left with a permanent employee who was unproductive. Since COD classes do not provide permanent civil status, a nonproductive participant could be readily dropped from the program.

EXHIBIT A

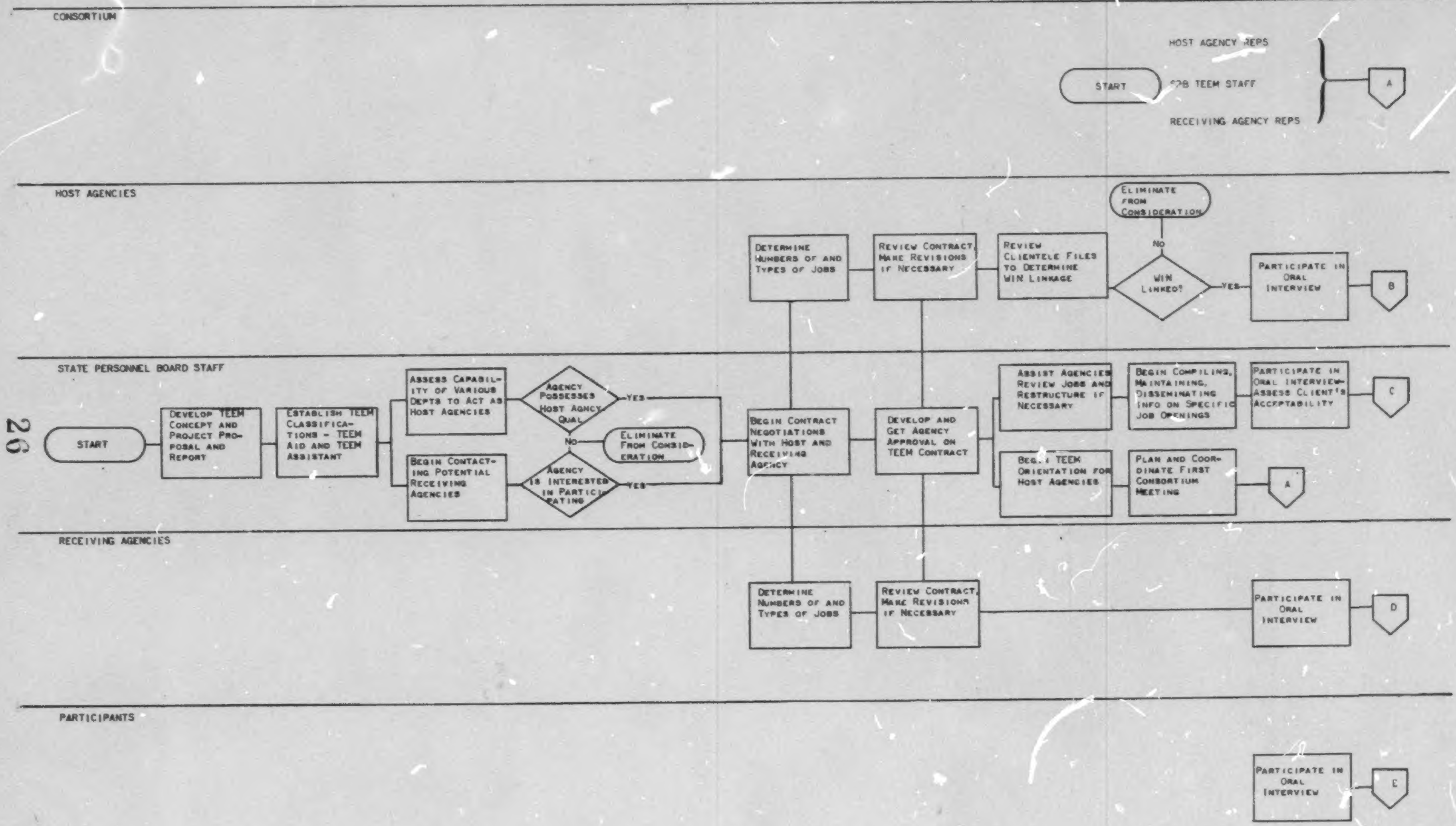

CONSORTIUM
START
HOST AGENCY REPS
SPB TEEM STAFF
RECEIVING AGENCY REPS
A
HOST AGENCIES
DETERMINE NUMBERS OF AND TYPES OF JOBS
REVIEW CONTRACT, MAKE REVISIONS IF NECESSARY
REVIEW CLIENTELE FILES TO DETERMINE WIN LINKAGE
WIN LINKED?
NO
ELIMINATE FROM CONSIDERATION
YES
PARTICIPATE IN ORAL INTERVIEW
B
STATE PERSONNEL BOARD STAFF
START
DEVELOP TEEM CONCEPT AND PROJECT PROPOSAL AND REPORT
ESTABLISH TEEM CLASSIFICATIONS - TEEM AID AND TEEM ASSISTANT
ASSESS CAPABILITY OF VARIOUS DEPTS TO ACT AS HOST AGENCIES
AGENCY POSSESSES HOST AGNCY QUAL
YES
NO
ELIMINATE FROM CONSIDERATION
BEGIN CONTACTING POTENTIAL RECEIVING AGENCIES
AGENCY IS INTERESTED IN PARTICIPATING
YES
BEGIN CONTRACT NEGOTIATIONS WITH HOST AND RECEIVING AGENCY
DEVELOP AND GET AGENCY APPROVAL ON TEEM CONTRACT
ASSIST AGENCIES REVIEW JOBS AND RESTRUCTURE IF NECESSARY
BEGIN COMPILING, MAINTAINING, DISSEMINATING INFO ON SPECIFIC JOB OPENINGS
PARTICIPATE IN ORAL INTERVIEW-ASSESS CLIENT'S ACCEPTABILITY
C
BEGIN TEEM ORIENTATION FOR HOST AGENCIES
PLAN AND COORDINATE FIRST CONSORTIUM MEETING
A
RECEIVING AGENCIES
DETERMINE NUMBERS OF AND TYPES OF JOBS
REVIEW CONTRACT, MAKE REVISIONS IF NECESSARY
PARTICIPATE IN ORAL INTERVIEW
D
PARTICIPANTS
PARTICIPATE IN ORAL INTERVIEW
E

EXHIBIT B

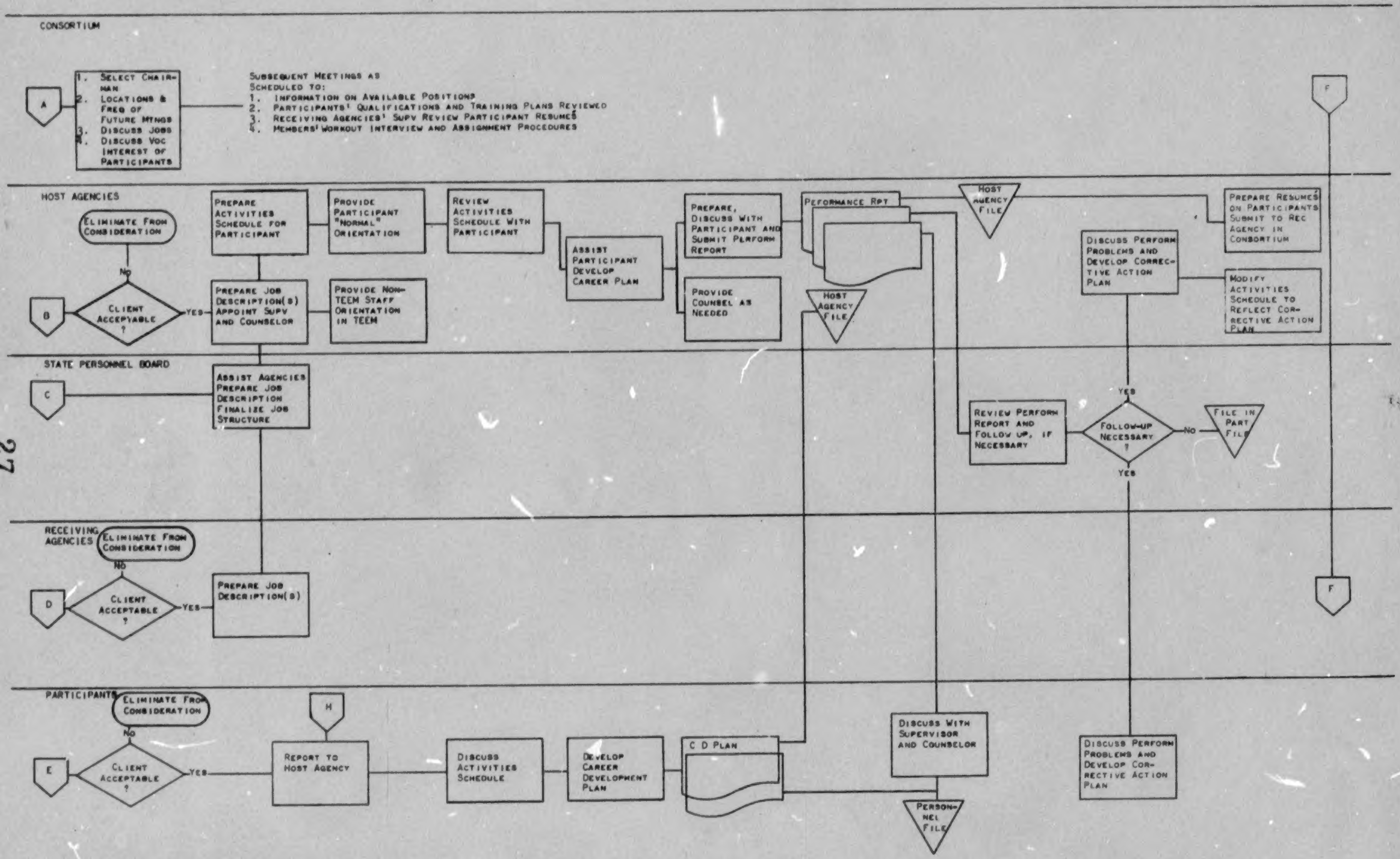

CONSORTIUM
A
1. Select Chairman
2. Locations & Freq of Future Mtngs
3. Discuss Jobs
4. Discuss Voc Interest of Participants
Subsequent Meetings as Scheduled to:
1. Information on Available Positions
2. Participants' Qualifications and Training Plans Reviewed
3. Receiving Agencies' Supv Review Participant Resumes
4. Members' Workout Interview and Assignment Procedures
F
HOST AGENCIES
Eliminate From Consideration
No
B
Client Acceptable ?
Yes
Prepare Activities Schedule for Participant
Prepare Job Description(s) Appoint Supv and Counselor
Provide Participant "Normal" Orientation
Provide Non-TEEM Staff Orientation in TEEM
Review Activities Schedule With Participant
Assist Participant Develop Career Plan
Prepare, Discuss With Participant and Submit Perform Report
Provide Counsel as Needed
Peformance Rpt
Host Agency File
Host Agency File
Prepare Resumes on Participants Submit to Rec Agency in Consortium
Discuss Perform Problems and Develop Corrective Action Plan
Modify Activities Schedule to Reflect Corrective Action Plan
STATE PERSONNEL BOARD
C
Assist Agencies Prepare Job Description Finalize Job Structure
Review Perform Report and Follow up, if Necessary
Follow-up Necessary ?
Yes
No
Yes
File in Part File
RECEIVING AGENCIES
Eliminate From Consideration
No
D
Client Acceptable ?
Yes
Prepare Job Description(s)
F
PARTICIPANTS
Eliminate From Consideration
No
E
Client Acceptable ?
Yes
H
Report to Host Agency
Discuss Activities Schedule
Develop Career Development Plan
C D Plan
Discuss With Supervisor and Counselor
Personnel File
Discuss Perform Problems and Develop Corrective Action Plan

EXHIBIT C

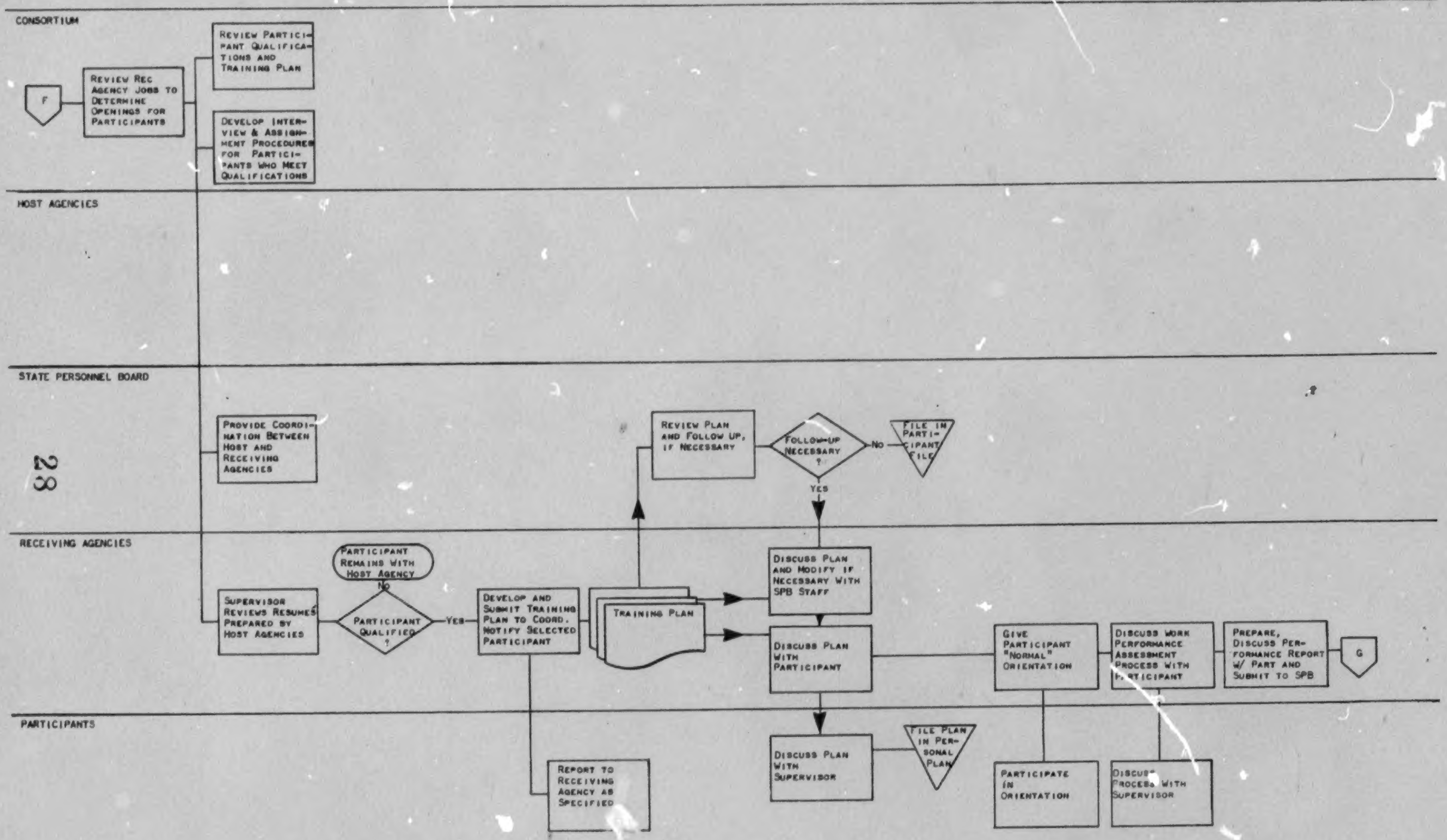
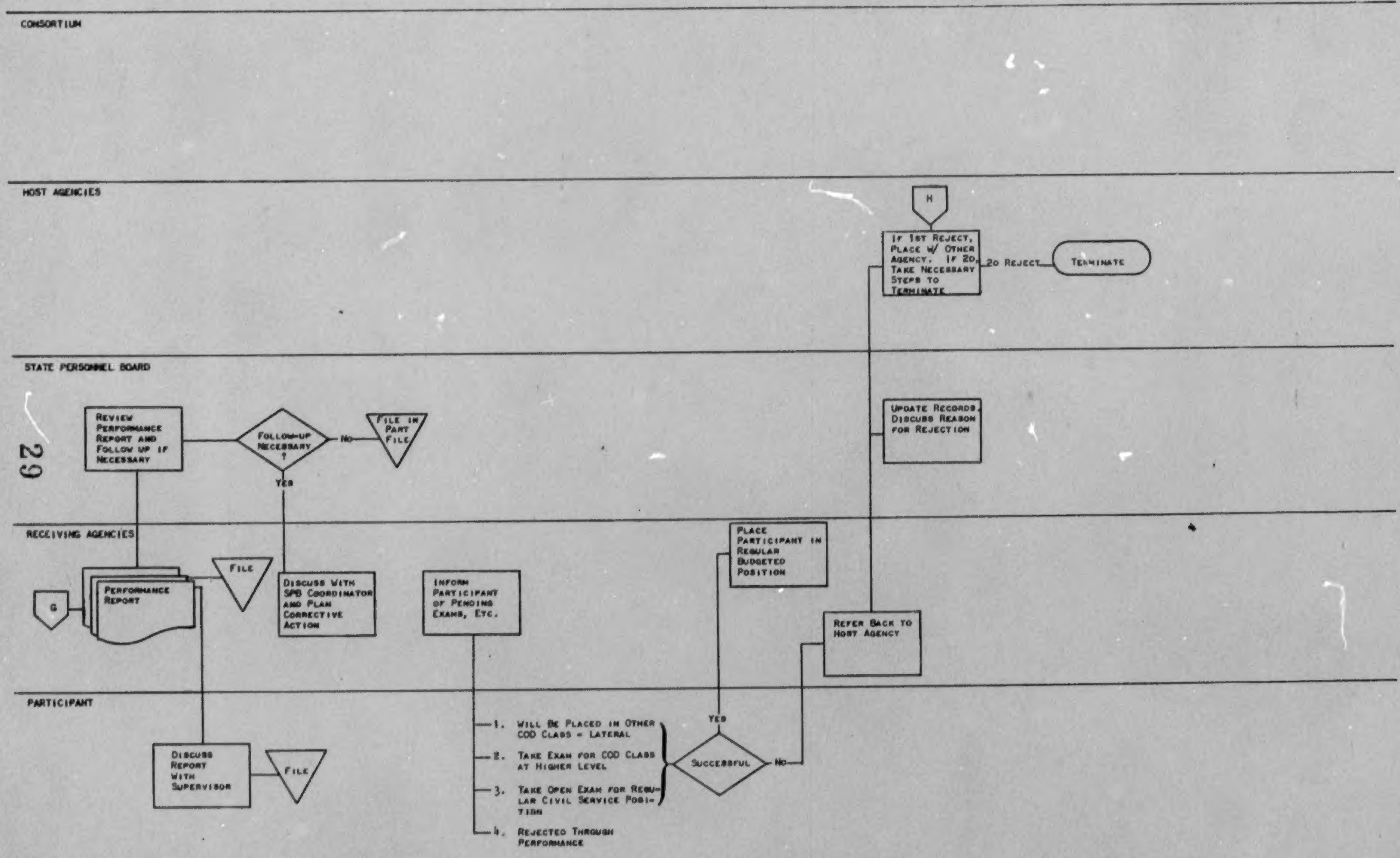

CONSORTIUM
HOST AGENCIES
STATE PERSONNEL BOARD
RECEIVING AGENCIES
PARTICIPANTS
F
Review Rec Agency Jobs to Determine Openings for Participants
Review Participant Qualifications and Training Plan
Develop Interview & Assignment Procedures for Participants Who Meet Qualifications
Provide Coordination Between Host and Receiving Agencies
Supervisor Reviews Resumes Prepared by Host Agencies
Participant Qualified ?
No
Participant Remains With Host Agency
Yes
Develop and Submit Training Plan to Coord. Notify Selected Participant
Report to Receiving Agency as Specified
Training Plan
Review Plan and Follow Up, if Necessary
Follow-up Necessary ?
No
File in Participant File
Yes
Discuss Plan and Modify if Necessary With SPB Staff
Discuss Plan With Participant
Discuss Plan With Supervisor
File Plan in Personal Plan
Give Participant "Normal" Orientation
Participate in Orientation
Discuss Work Performance Assessment Process With Participant
Discuss Process With Supervisor
Prepare, Discuss Performance Report W/ Part and Submit to SPB
G

EXHIBIT D


CONSORTIUM
HOST AGENCIES
H
If 1st Reject, Place w/ Other Agency. If 2d, Take Necessary Steps to Terminate
2d Reject
Terminate
STATE PERSONNEL BOARD
Review Performance Report and Follow up if Necessary
Follow-up Necessary ?
No
File in Part File
Yes
Update Records, Discuss Reason for Rejection
RECEIVING AGENCIES
G
Performance Report
File
Discuss with SPB Coordinator and Plan Corrective Action
Inform Participant of Pending Exams, Etc.
Place Participant in Regular Budgeted Position
Refer Back to Host Agency
PARTICIPANT
Discuss Report with Supervisor
File
1. Will Be Placed in Other COD Class - Lateral
2. Take Exam for COD Class at Higher Level
3. Take Open Exam for Regular Civil Service Position
4. Rejected Through Performance
Successful
Yes
No

TEEM Handbook

Because of misunderstandings with the project and communication problems, a handbook was written and distributed to all persons involved in TEEM. Generally, the Handbook explains the TEEM process in detail and can be used as a "recipe book". For example, if a person doesn't know how or when to fill out a particular form, the Handbook may be consulted. If the explanation in the Handbook is not clear, a list of contact persons and their telephone numbers is available for reference.

As problems arose, the Handbook was modified. To be functional, it is important for a handbook to be updated and current. A copy of the TEEM Handbook is located in Appendix A for review.

Questionnaires

In order to gain the perspectives of both TEEM employees and supervisors two questionnaires were constructed - one to be completed by the supervisor/counselor and the other to be completed by the TEEM employee. The questionnaires were designed to gather individual perceptions regarding the project (see Appendix B for details).

The employee questionnaire included questions regarding how the employees felt about their job and the orientation and training provided on the job. Other questions delved into how the employees felt about the amount of time spent in the host agency and their treatment by other employees and supervisors.

The supervisor/counselor questionnaire included questions as to how well the TEEM employee performed compared to the "regular" employees. The questionnaire also solicited responses regarding the number of supervisory hours needed for TEEM employees as compared to the hours used with "regular" employees. It was planned to use the comparative data in the cost/benefit evaluation.

In order to ensure consistency, a TEEM staff member interviewed each person who filled out a questionnaire to give explanations and to write down any verbal responses not covered by the questionnaires. Questionnaires were administered prior to completion of each phase of the Project, allowing each person ample time to gain experience and form opinions regarding the Project. Part IV will show the findings of the questionnaires and responses from the interviews.

Cost/Benefit

The evaluation of the TEEM Project takes advantage of the existing cost/benefit evaluation system developed by COD. Information was collected, tested and analyzed using the Jobs Program Evaluation Model by inserting TEEM data into the Evaluation Model formula.

Information was collected on each individual participant hired in the TEEM Project as follows:

1. Welfare history for five years before and five years after TEEM Program participation, including cash grant amounts and child care benefits received, Medi-Cal eligibility, food stamp bonus value eligibility, and social services received.
2. Employment and earnings history for one year before and five years after TEEM Program participation, including reported gross earnings and the occupations in which TEEM Program participants are employed.
3. Personal characteristic data, including age, sex, ethnic group, and education background of the TEEM Program participant.

In order to show cost benefit, four groups are identified as beneficiaries of the TEEM Project.

1. Benefits to Government - welfare savings (including savings from the cash grant, Medi-Cal, food stamps, child care services and social services) and increased taxes paid by former welfare recipients now productively employed.
2. Benefits to Individuals - increased disposable real income for TEEM Program participants earned through gainful employment.
3. Benefits to Employers - subsidized training of future employees, reduced personnel turnover and equal opportunity recruitment and employment practices.
4. Benefits to Society-at-Large - increased productivity and decreased public dependency, unemployment and associated social problems.

The Jobs Evaluation Model is designed to use a 20% random sampling of all participants entering COD-developed jobs. In that program the sample group is approximately 1200. Because of the limited number of participants involved in TEEM, information was collected and computed on all participants. Table 1, TEEM Cost/Benefit Analysis, follows which shows cost/benefit data from the above-mentioned sources. The reliability of the information is questionable since the Evaluation Model is designed for a different program but does supply a guide as to success.

A direct comparison between the Jobs Program and the TEEM Project is difficult. Participants hired under the Jobs Program were never allowed to exceed 12 months in on-the-job training, while several TEEM participants were subsidized for almost two years. However, a comparison between TEEM and the Jobs Program will be made regarding total benefits. (See Part V on findings.)

Throughout the TEEM Project, staff attempted to construct a method of determining project costs which would be applicable if the concept were implemented into an ongoing program. As a result of these efforts, a monthly exception time sheet (see Appendix C) was designed. The purpose of the time sheets was to measure the amount of extra time needed to supervise TEEM employees, as compared to regular employees. Any extra time was to be considered the variable cost which could be expected if this concept were incorporated into an existing program. TEEM staff decided that the logical person to fill out the time sheet was the immediate supervisor of the TEEM employee, since the bulk of variable costs was associated with the supervision process (e.g., orientation, training, work-related counseling, etc.).

Supervisors resisted completing the exception sheets because they felt it was too difficult to keep close track of time for reporting purposes. Many TEEM staff hours were devoted to monitoring the submission of these forms. While interviewing the participants and their supervisors, staff learned that most supervisors did not accurately reflect the actual time spent with employees. Instead, the questionnaires were filled out simply to satisfy a requirement, therefore, the data on the time sheets are inaccurate and cannot be used as a measuring device.

TABLE 1

TRANSITIONAL EMPLOYMENT EXPERIMENTAL MODEL
COST/BENEFIT ANALYSIS

	1st Year Actual	2d Year Actual	3d Year Estimate	4th Year Estimate	5th Year Estimate	Total Estimate
PROGRAM BENEFITS						
Welfare Grant Savings	$1,161	$2,222	$2,669	$2,732	$1,125	$ 9,909
Medi-Cal Savings	289	799	997	1,031	430	3,546
Child Care Savings	- 9	62	83	90	39	265
Food Stamp Savings	116	386	488	507	213	1,710
Social Services Savings	28	77	95	98	41	339
Administrative Savings	433	912	1,109	1,139	471	4,064
Total Welfare Related Savings	2,018	4,458	5,441	5,597	2,319	19,833
Increased Government Revenue						
Federal Income Tax	32	-	-	137	168	337
State Income Tax	-	-	-	-	-	-
State Sales Tax	33	18	33	33	33	150
Total Taxes	65	18	33	170	201	487
TOTAL GOVERNMENT BENEFITS	2,083	4,476	5,474	5,767	2,520	20,320
INDIVIDUAL PARTICIPANT BENEFITS						
Increased Annual Disposable Income	1,436	- 789	- 997	- 846	+1,263	+ 67
COMBINED GOVERNMENT AND PARTICIPANT PROGRAM BENEFITS	3,519	3,687	4,477	4,921	3,783	20,387
PROGRAM COSTS						
1. SALARY SUBSIDY	4,576	1,525	0	0	0	6,101
2. FRINGE BENEFITS	915	305	0	0	0	1,220
3. ADMINISTRATIVE COST	614	205	0	0	0	819
TOTAL PROGRAM COSTS	6,105	2,035	0	0	0	8,140

Using a 5% annual interest rate, the present or discounted value of $20,387 is $17,574.

PART IV

STATEMENT OF HYPOTHESES

A complete list of hypotheses is shown below. Part V (Findings) will provide findings available from this Project pertinent to the appropriateness of the stated hypotheses.

A. Employers can be persuaded to participate in the TEEM Project even if they have not participated in manpower programs in the past because:

1. It assists them in attaining their affirmative action commitments. It is assumed that the target group for this Project will have a disproportionately high representation of ethnic minorities and women.

2. It provides employers more in-depth information on the potential employee's background, skills, and work habits than other manpower programs. Information about a client will be available from case workers to more fully detail an individual client's needs. Additionally, the host agency experience with a participant will be available to employers.

3. It provides employers an opportunity to "try out" an employee without the normal administrative paper work necessary to put someone on their payroll or to obtain reimbursements. The process of "out stationing" an individual is a relatively simple one which could be negotiated quickly, for example, in a single telephone call.

4. It provides an employer with additional staff at no payroll costs.

5. It will increase the potential for providing placement services to a larger number of clients increasing the success rate of agencies and thereby increase their credibility of human services agencies within the community.

6. It will facilitate employment of persons recruited from case loads, adding a new demension to human service agency staff. Such a recruitment process will add a client orientation to the staff so that the disadvantaged might be served by the formerly disadvantaged.

7. It provides an adequate pool of participants from which employers can select those best suited for their job assignments. TEEM will provide a number of persons for a position

enabling the employer to make a choice of the best qualified in contrast to some manpower programs wherein participants are preselected by a counselor perhaps unfamiliar with the employer's work environment.

B. The TEEM process will:

1. Increase the participant's chance for permanent employment by providing current, successful, paid work experience. It is assumed that most of the client group will have gaps in their employment history which will raise questions in the minds of employers as to the suitability of the client for permanent employment.

2. Provide a variety of jobs and thereby lead to more permanence in "job placement" because of the opportunity for better participant job matching. A client can be exposed to several types of work which will increase the opportunity to identify an occupation a client will find meaningful.

C. Human services agencies are effective as host agencies because:

1. Their staff are generally more responsive to the participant as a person and thereby create an atmosphere of acceptance which assists participants to adjust to the world of work.

2. They are able to provide vocational assessment and guidance to the participant to assist the participant in the selection of the most appropriate career. Professional counselors are available in these agencies whose services can be made available on informal, as needed basis.

3. They have the capacity to outstation incumbent preprofessionals who are best suited for other than human service occupations. The staff has continuing contact with the entire labor market and can readily identify appropriate job opportunities.

PART V

FINDINGS

The findings stated here are based on documented reports, formal and informal interviews, statements made during consortium and other meetings, and TEEM staff's observations and analysis.

One major aspect of the Project was to demonstrate its feasibility as a manpower absorption program. The theoretical basis for a manpower absorption program was that periods of economic downturn would be accompanied by a rise in unemployment and an increased demand for services from human services staff. The temporary increased demand for services would require additional staff, thus providing the motivation for human services agencies to participate as host agencies. Since the Project actually began, the theoretical set of an economic downturn with rising unemployment has been a reality.

A. Following are the reasons employers participated in the TEEM Project.

1. It assisted them in attaining their affirmative action commitments. The ethnic composition of TEEM employees was as follows: (41) 53.2% were Black, (11) 14.3% were Spanish speaking, (23) 29.9% were White, (1) 1.3% were native American, and (1) 1.3% were classified as other. (49) 63.6% of the participants were female, while only (28) 36.4% were male.

2. In-depth information on potential employees' background, skills, and work habits was considered useful for employee selection. Many employers expressed appreciation for this information and indicated that this type of information was not available from prior manpower programs. They recommended that this practice be continued.

3. The opportunity to "try out" an employee without the normal administrative paper work necessary to put someone on the payroll was considered one of the more positive aspects from the employer's standpoint. Ordinarily employers must complete employment forms, set up accounting records on each new employee and make allowances for the employee in the budget.

   There was a definite problem with all clients being hired by the State Personnel Board in permanent status classifications and outstationed in other agencies. Some employees were unable to perform the jobs in which they were assigned, yet their supervisors did not counsel or discipline them as they would a regular employee. This resulted in the nonproductive participants gaining permanent civil service status This caused a dilemma because supervisors refused to document the reasons for not hiring a participant while concurrently allowing the participant to permanent civil service status. Since permanent status, once gained, cannot be removed without considerable detailed documentation about the employee's nonperformance, this caused obvious problems for the TEEM staff in locating other placements or terminating the employees.

4. Host agencies needed added staff at no payroll cost to them.

5. Human services agencies were able to utilize the added employment opportunities to place their clients.

6. Host agencies retained participants who were deemed suited for employment in the human services field. From 76 participants employed in the Project, (13) 16.9% were retained as employees in the host agency. However, these participants were not all retained by human service employers. Seven of the 13 participants were Sacramento County employees (6 participants in general services and 1 with welfare) serving as the host agency, and were retained by the County as employees. This results in (7) 9% of the participants being retained as employees in human service agencies.

   Several host agency employers stated that the participants were good employees, but could not perform the specific duties required in their organization.

B. The concept of a participant pool was not adequately tested.

During the first two years of operation, the project had an eligible list which provided an adequate supply of candidates from which to select. It was planned that TEEM employees would be selected through the consortium process and then placed in the referring host agency for the orientation to the world of work phase. Because of the lengthy delay required to resolve funding problems discussed in Part II, this process did not occur. Instead, participants were placed in host agencies until they were considered ready for training. TEEM staff then sought a specific placement with a potential receiving agency. As a result, hypothesis A-7 was not adequately tested.

C. Both employers and participants believe the TEEM process increased participants chances for permanent employment.

1. Current, successful, paid work experience increased participants chances for permanent employment. Information regarding this perception was gathered through interviews with receiving

agency employers and participants. However, there is no statistical data to quantify the degree of increased probability if any for permanent employment.

2. A variety of jobs were made available to TEEM participants; however, because of the limited number of participants and jobs, it would be arbitrary to assume that each participant had a better job match than with operational manpower programs. Many TEEM participants who obtained permanent jobs felt they might not have been successful without the two-step hiring process. Although there were a few persons in TEEM who did have good work records, most participants selected were those who could benefit from the two-step process, i.e., WIN eligibles who had little or no work experience, who had not worked in a long time, etc.

D. Human service agencies are not necessarily the most effective host agencies.

A host agency need not be a human services agency, but any employer willing to participate. An analysis of placement data indicates that the human service agency issue is irrelevant in terms of an agency's success as a host agency. The immediate supervisor tends to make the greatest difference in the employee's success irrespective of the type of agency involved. For example, Sacramento County made a commitment to act as a host and receiving agency to seven participants. All seven participants were hired permanently by the County upon completion of on-the-job training. Each of the supervisors selected the individuals that they wanted to train and ultimately hire. While several of the participants hired by the County had various personnel problems through the project, the supervisors worked with the employees to resolve the problems.

1. The staff of human services agencies did not prove to be more responsive to participant problems and needs than staff of nonhuman service agencies. The immediate supervisor tended to be the key factor. If the supervisor was compassionate, understanding, and motivated toward achieving the goals of the program while at the same time objective in evaluating the individual, the employee had more chance for success.

2. It was important for an employer to provide counseling and vocational guidance to TEEM employees. Most participants have little knowledge of the labor market and of the types of jobs available to them. Also, many participants had personal problems and needed counseling, which was adequately provided by the immediate supervisors.

3. Although human services agencies have the capacity to outstation incumbent preprofessionals, this does not mean that human service agencies should be used exclusively as host agencies. Participants usually need help with placement since many times they have little experience in finding employment. However, placement assistance can be provided by the referring agency without acting in the host agency capacity.

E. It is essential for orientation to be provided to participants, supervisors, and agency administration. While interviewing the people involved with the project, the one statement made most often was, "We need more information as to how the project works and what is expected of us".

F. A TEEM Handbook was written and distributed to help clarify the areas of concern listed in Finding D. However, the Handbook was either not understood or not read. Also, several persons stated they had not received a Handbook.

G. The consortium is useful in establishing lines of communication and mutual trust among participating agencies. Several members of the consortium stated that they felt a consortium did help in working out various problems for participants, as well as for participating agencies. Members of the consortium indicated that a chairperson is essential in directing the group discussions. The lack of a strong chairperson resulted in discussions on tangential issues and the omission of important problem areas. Some members felt that too many hours were invested for too few clients. They felt that time could be better utilized elsewhere. Without the strong chairperson, the consortium has a tendency to fall apart and become disfunctional.

H. Questionnaires and interviews with TEEM employees and their supervisors revealed that a short period in the host agency was preferable. Participants have a tendency to develop personal attachments to the host agency and to their assigned jobs, resulting in the participant having another period of adjusting their attitudes about moving into another agency and job. There was also a tendency on the part of some counselors to "forget" about their clients when there was no specified length of time for the participant to remain in the host agency. There were some cases where participants remained in host agencies long after they were ready for placement in a receiving agency.

I. While TEEM was operational, findings other than those hypothesized were realized. These findings are listed below.

A total of 76 participants were hired in the TEEM Project, of whom 52 or 68% were transitioned into permanent jobs. Phase I was most successful in placement activities with a rate of 38 or 76%. Phase II placed 14 or 54%.

This difference can be explained in the following ways:

1. There were more total staff hours involved with the placement of Phase I participants.

2. In Phase II, most TEEM employees were Rehabilitation clients. In general, disabled clients are more difficult to place than nondisabled clients.

3. Participants in Phase II who were unsuitable were terminated early in the host agency; whereas, marginal employees in Phase I were kept on the payroll until a job was found, resulting in an extraordinary amount of man-hours being consumed.

J. A comparison between the TEEM Project and the WRA-Jobs Program reveals little difference in terms of "total" government benefits. However, there is a significant difference in the "combined government and participant program benefits". TEEM has a combined benefit of $20,387, whereas the Jobs Program shows a combined benefit of $33,371. This difference is explained by the types of jobs in which TEEM participants were placed, compared to the types of jobs in which Jobs participants were placed. Many Jobs participants have been placed into skilled jobs, such as a rapid transit bus driver earning approximately $15,000 per year. In contrast, TEEM participants are placed in semiskilled and paraprofessional jobs, in which no TEEM employee is earning more than $12,000 per year.

Salary subsidy is higher for the TEEM Project than for the Jobs Program primarily because TEEM is experimental in nature. However, if the two-step hiring concept is incorporated into an ongoing program, it does not appear that program costs will increase.

K. Because the Department of Rehabilitation "Special Hires" contract has the same basic features and was incorporated as a TEEM component, the results of the component project are presented.

1. The "Special Hires" contract has prompted placement of a total of 242 Rehabilitation clients. From the 242 clients, 64 have been placed into permanent positions; 38 have been terminated or resigned and 140 are still in on-the-job training. This results in a retention rate of approximately 63%. Considering

the argument that disabled persons are more difficult to place, this demonstrates considerable success. In comparison, the WRA Jobs Program achieves approximately 63% and most of their clients are not disabled.

2. Successful permanent placement appears to be primarily a function of the interest and motivation of the counselor. Some Rehabilitation counselors had little difficulty obtaining high retention rates, while other counselors had very low retention rates. Counselors who were considered as successful worked closely with their clients in all aspects of counseling. The counselors who seemed to experience the most difficulty with retention rates had a tendency to place clients in a host agency and "forget" about them.

L. Supervisor/Counselor Questionnaire

Personal interviews were conducted with supervisors, counselors and participants in an attempt to measure costs and to develop "field" input in the final evaluation. The following is a result of the interviews:

1. In host agencies, 68% of the participants were placed in "productive" jobs; while in receiving agencies, 86% of the participants were placed in "productive" jobs.

2. In host agencies, 69% of the participants provided "additional" or "increased" services, while in receiving agencies, 81% of the participants provided "additional" or "increased" services.

3. In host agencies, 69% of the participants had work output ranging from "comparable" to "much more" than regular employees.

4. In host agencies, 64% of the participants were available for productive work ranging from "comparable" to "much more" than regular employees, while in receiving agencies, 61% were available for productive work ranging from "slightly less" to "much more" than regular employees.

5. In host agencies, the supervision required for participants averaged approximately 1½ hours more per week than for regular employees, while in receiving agencies, the average participant required less than an hour of added supervision.

6. Questionnaires were not useful in measuring costs. It was planned to use the Exception Time Sheet as a tool to recover cost data. As was discussed earlier, the device was not successful since supervisors did not complete the documents accurately. Therefore, questionnaire items attempted to secure the missing information. Since the supervisor based their questionnaires on hazy memory, the information developed was unreliable.

M. Participant Questionnaire

Personal interviews were conducted with participants in an attempt to develop final evaluation input.

1. Of the participants interviewed, 85% felt they were in a "productive" job, 76% felt they received adequate orientation, 72% felt they received adequate training, 52% felt they received adequate career counseling, 63% felt they received adequate counseling on personal matters. When asked about the length of their host agency experience, 65% felt it had been adequate, while 24% felt it had been too long.

2. During the host agency experience, 74% of the participants felt they had not been treated differently than the "regular" employees. Of the 26% who felt they had been treated differently, 44% felt they were treated differently by the employees, 38% by supervisors and 19% by management.

3. Participant reaction to their treatment during the receiving agency experience was almost identical to that of the host agency. While in the receiving agency, 31% felt they were treated differently, while 39% felt they were treated differently by other employees, 39% felt they were treated differently by supervisors and 22% felt they were treated differently by management. While 50% of the participants felt this treatment had hindered their adjustment to the work environment, 67% felt the treatment had no negative effect on their ability to learn the job.

4. An interesting finding was, of those participants in receiving agencies in Phase I, only 60% felt their job assignment matched their abilities, skills, and interest. In Phase II, 92% felt their job assignment matched their abilities, skills, and interest. Phase I and II combined showed 70%.

PART VI

RECOMMENDATIONS

The following recommendations reflect results from findings in the preceding chapter. Recommendations have been listed in the similar order as the hypotheses and findings.

TEEM was tested during an economic downturn associated with high unemployment. Whether the two step hiring concept would be suitable in a different economic set is unknown. The concept is recommended for use during an economic downturn.

A. Because of the positive findings regarding employers participation in the project, the following recommendations are made.

   1. Recruitment for minorities and women should be a continuing practice for manpower programs. The high level of affirmative action success in TEEM was the result of strong recruitment efforts.

   2. In-depth information on the potential employees' background, skills, and work habits should be made available to employers. Such information involves the employer to a greater degree in selection and results in a higher retention rate.

   3. Since numerous problems developed with hiring participants into State service in a permanent classification, it is recommended that COD classes or temporary appointments be used as the vehicle for hiring participants into civil service. This policy may cause the employer to become responsible for hiring and termination of employees. Temporary appointments are recommended for employment outside civil service. A participant can be hired by the referring State agency and outstationed into a public or private agency. The total period of employment should have a written training plan which includes a definite time frame, in terms of months, to evaluate the employee's performance. At the end of the period, successful performance should be recognized with permanent appointment and the unsuccessful employee terminated.

   4. Host agencies were motivated to participate in TEEM partially because they gained extra help at no payroll cost to them. It is recommended that participants' wages continue to be subsidized for a specific contracted period of time. This aspect has offered incentive for host agency employers to participate in the project and should continue to be an incentive in ongoing programs.

5. Since human services agencies have the capacity for providing placement and other services to participants, referring agencies should provide these services.

   There is no reason to deviate from this policy regardless of where a participant is placed.

6. Early placement in the receiving agency is recommended. Participants should not remain in a host agency when they are ready for training. If a host agency is willing to continue the participant into the training phase and function as the receiving agency, then the agency should be willing to commit a job to the participant.

7. Since the participant "pool" concept was not adequately tested, future manpower programs will have to make their own decision regarding this idea. However, interviews with supervisors did reveal that employers preferred to interview several people for each job opening.

B. Rehabilitation's "special hires" contract has been successful using the TEEM concept and, therefore, is recommended to be continued. If a "special hires" concept is incorporated into other manpower programs, close monitoring is essential. Counselors usually have pressure to provide large numbers of placements and do not always have adequate time for the necessary postplacement follow-up needed with the TEEM process. In large manpower programs, this need becomes more critical since it is relatively easy to lose track of a participant's progress.

C. Since human service agencies did not prove to be more effective as host agencies than other agencies, it is recommended that host agencies be selected by the degree of motivation and enthusiasm demonstrated by management and supervisors toward achieving the goals of the program. Findings showed the hiring supervisor usually made the greatest difference in regard to the participant's success, but a commitment is also needed from top management.

1. Human services staff did not prove to be more responsive to participant's problems and needs than staff of other agencies. In selecting a host agency, it is recommended that the chief criteria become the motivation, interest and enthusiasm of the host agency supervisor has toward assisting the participant in achieving success.

2. Participants have a continuing need for counseling and vocational guidance. It is recommended that services be made available on a need basis in the host agency regardless of whether or not the agency is a human service agency.

3. Many participants have little knowledge of the labor market, therefore, it is recommended that placement services be made available to all participants. Placement service may be accomplished by the referring counselor or by the host agency staff.

D. Since communication and an understanding of expectations are crucial to program success, an orientation should be provided supervisors and agency management prior to placement. Participants and supervisors should jointly participate in another orientation as soon after placement as possible. If all involved parties understand program concepts and the expected results, there should be better cooperation from everyone.

E. A well-written handbook facilitates clear communication. A handbook should be written and distributed to all parties; i.e., counselors, participants, supervisors and management. A handbook is not meant to replace orientation meetings but to add clear structure and understanding of the program. It also serves as a vehicle to communicate policies and procedures toward developing a uniform program.

F. Consortium meetings were valuable in establishing lines of communication and developing solutions to participant problems. They should be used in future programs particularly in the planning stage. Consortiums can be used to establish communications and to work out problems which require group discussion. For example, they can be helpful in reviewing a draft of a handbook. Then, the consortium can be discontinued and be replaced with individual lines of communication. A chairperson should be selected who has strong skills in directing group discussions.

G. Some counselors have a tendency to place a participant in a host agency and "forget" about them. A coordinator should be assigned to monitor the program. Supervisors and participants should be kept informed of the name and telephone number of the coordinator. The coordinator has a major responsibility to be sure that participants do not remain in a host agency beyond six weeks without strong justification.

APPENDIX A

TEEM HANDBOOK

TEEM

California State Personnel Board
Career Opporitunity Development Unit
Transitional Employment Experimental Model (TEEM)
December 1974

"The material in this project was prepared under Grant Number 21-06-73-06
from the Manpower Administration, U. S. Department of Labor."

SYNOPSIS OF PURPOSE, OBJECTIVES, AND RESPONSIBILITIES OF TEEM

Purpose: Provide a model for a high-impact manpower absorption program which would facilitate the employment of disadvantaged citizens, especially in times of economic recession.

Objectives: Test a two-step method of providing specialized vocational placement to determine if it is a feasible approach to increasing the potential of specific public and private agencies and/or departments to recruit, select, hire and advance qualified persons from specific disadvantaged client groups. The two-step process involves: (1) "Host Agencies" which will provide specialized vocational services, and (2) "Receiving Agencies" which will provide the opportunity for permanent employment.

Responsibilities:

Host Agencies' responsibilities will include, but will not be limited to, the following:

1. Prepare a list of job duties for each TEEM employee to be hired.
2. Assign a supervisor.
3. Prepare a written schedule of planned activities for each participant. This schedule should include time for counseling interviews, orientation, receiving agency observation days, etc.
4. Provide written or verbal orientation to staff not directly involved in TEEM.

5. The assigned supervisor shall prepare weekly performance reports and submit with each payroll for a period of six weeks. After six weeks, a monthly performance report will be due with the appropriate payroll. For State agencies, this performance report does not replace the need for the regular performance reports due on every State employee (Form No. 636). See sample following page 13 of the TEEM Handbook.

6. The assigned supervisor shall record on the "exception" time sheet all time spent with employees within the appropriate categories. This will be submitted with each payroll. See sample following page 9 of the Handbook.

7. Assess the employee, the employee's potential, progress and career objectives.

8. Assist the employee to complete a resumé for the employee.

9. Participate in consortium meetings.

Receiving Agencies' responsibilities will include, but will not be limited to, the following:

1. Prepare a written job description for each TEEM employee to be hired.

2. Participate in consortium meetings.

3. Identify suitable position for TEEM employee.

4. Review resumés of TEEM employees and participate in scheduling interviews and observation days.

5. Prepare a training plan and submit the plan to the Rehabilitation Coordinator. This plan should include:
    - a. Training provided to all new employees.
    - b. Additional training required by TEEM employee.
        - (1) Specialized courses.
        - (2) Special attention to work habits.
        - (3) Etc.

6. Complete weekly performance reports and submit with each payroll for a period of six weeks; after six weeks, a monthly performance report will be due with the appropriate payroll. For State agencies, this performance report does not replace the need for the regular performance reports due on every State employee (Form No. 636). See sample following page 13 of the Handbook.

7. Record on the "exception" time sheet all time spent with employees within the appropriate categories. This will be submitted with each payroll. See sample following page 9 of the Handbook.

8. Assist the employee and Rehabilitation Coordinator assess the employee, the employee's potential, progress and career objectives.

Note: For further explanation, refer to the TEEM Handbook. If you have any further questions, please contact the TEEM staff listed in the Handbook.

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INTRODUCTION

This handbook was prepared to provide a brief introduction to the TEEM project and to provide some basic information on responsibilities. However, the user of this handbook is encouraged to contact appropriate TEEM staff for answers to questions which are either inadequately covered or not covered at all.

SECTION 1-Project Scope and Operational Objectives

This section deals with background and concepts. It describes the significance of a two-step approach. It also describes the respective roles of the participating agencies and TEEM employees.

Operational objectives are those programs/components, activities or policies TEEM sees as important in order to meet project objectives.

For example:

> The Consortium is a vehicle for continuous communication between participating agencies.
>
> The research and monitoring system will provide the basis and the information for determining TEEM's feasibility.

SECTION 2-Operational Elements and Processes

This section deals primarily with the day-to-day operation of each of the TEEM components.

Communications with TEEM

Procedures such as regular meetings have been developed to insure regular personal contact between the TEEM staff and the representatives of the participating Host and Receiving Agencies. Where circumstances dictate more immediate contact, use of the telephone or personal contact is encouraged. TEEM particularly invites all questions and recommendations about the Project procedures and activities from all parties to the Project. The TEEM staff may be contacted at:

State Personnel Board
801 Capitol Mall, Room 666
Sacramento, CA 95814

Telephone: Public (916) 322-2777 ATSS 8-492-2777
(916) 445-1901 8-485-1901

TEEM Staff

Sarah Kirby - L.A. contact Phone 620-3148
Forrest Boomer - Supervisor
Curt Rogers - TEEM Coordinator - Sacramento County

Jim Gaskins - Rehabilitation Coordinator
Joel Mayeda - Evaluation

If any other problems develop, please contact the TEEM coordinators in your agency. These Host Agency coordinators have been working along with the TEEM staff and will be able to help you with any problem you may develop.

Rob Copland - TEEM Coordinator for Vocational Rehabilitation Phone 322-2550 ATSS 492-2550

Dora Torres - 322-2167
or
Lynne Recagno - EDD - Sacramento 322-2340

GLOSSARY

Essential in the introduction is a small glossary of the basic working elements that will be used throughout this handbook. This glossary will give a short definition of the most important elements that comprise TEEM and should aid in the understanding of the overall project.

1. Career Opportunity Development (COD) Unit
   A unit within the State Personnel Board established to increase the employment of minorities and disadvantaged primarily through job restructuring.

2. Employability (TEEM) Consortium
   A series of meetings composed of the TEEM administrative staff and representatives from both the Host and Receiving Agencies. It serves as the communications vehicle between the three project groups in defining and assessing local agency relationships, responsibilities and procedures.

3. Counselor
   Designated person providing the TEEM employee(s) with guidance and acting as primary liaison and consultant between line management, program management, and the TEEM employee. The counselor will also serve in the Consortium.

4. Host Agency
   Agencies that are human service orientated and will provide assistance in the social, economic or vocational fields. The Host Agency will be the first step in the two-step hiring process.

5. Operating Staff
   The staff in the different TEEM centers that is designated by the involved agencies.

6. Receiving Agency
   The second agency where a TEEM employee is placed. These agencies usually do not provide direct client services. These agencies will provide the on-the-job training to the TEEM employees.

7. TEEM Administrative Staff
   The TEEM Project Supervisor, TEEM Coordinators, Rehabilitation Coordinator, and TEEM Evaluation Analyst.

8. TEEM Coordinator
   TEEM staff members whose responsibility is to facilitate interagency operation in the following manner:

   a. Hiring, orientation, and interagency movement coordination.
   b. Compilation, maintenance, and dissemination of information relating to specific openings.

c. Maintenance of TEEM Consortium.
d. Host and Receiving Agencies monitoring.
e. Evaluation and reporting process.

9. TEEM Employees
Person(s) meeting the qualifications to participate in TEEM project.

10. TEEM Project (TEEM)
Transitional Employment Experimental Model, a project created by the California State Personnel Board, Career Opportunities Development Unit and funded by the Department of Labor. It was designed to meet several objectives of both parties.

a. To develop and test on an experimental basis a model manpower absorption program for implementation at times of economic need.

b. Develop and test a system for inducing employers and specific occupational groups to participate, as employers, in government-sponsored manpower training and placement programs - particularly those employers who have typically not participated in the past.

c. Development of improved vocational assessment and placement processes to result in a better "person/job" match in the referral of enrollees to potential jobs.

11. WIN (Work Incentive Program)
Federally funded program providing employability, manpower and welfare support services to employable or potentially employable recipients of welfare and under the Aid to Family with Dependent Children (AFDC) program.

12. WRA (California Welfare Reform Act)
State funded program for State agencies and jurisdictions for jobs and systems development. This program will be the source of funds for those employees stationed in State jurisdictions.

SECTION ONE

PROJECT SCOPE AND OPERATIONAL OBJECTIVES

PURPOSE

The Department of Labor, looking ahead to decentralization and decategorization of current programs, is interested in proven methods that will facilitate the employment of disadvantaged citizens, many of whom have heretofore been served by various Federal manpower programs.

The Transitional Employment Experimental Model (TEEM) was created by the California State Personnel Board through the Career Opportunities Development Unit and funded by the Department of Labor to provide a potential model for a large scale, high-impact manpower absorption program in times of economic downturn.

BACKGROUND

Career Opportunities Development Unit

Under the current Career Opportunities Development Program and the completed Public Service Careers Project, the State Personnel Board has pioneered efforts in career employment of the disadvantaged in California. To date, efforts have centered upon job restructuring, creation of new trainee levels, outreach, recruitment, utilization of community resources, and the development of job-selection services which do not automatically screen out the disadvantaged. Major emphasis has been given to; (a) determining whether an individual can perform a given type of work and to, (b) moving the largest possible number of disadvantaged people into career employment. Such a procedure, under COD, has had good results but has lost people due to the inability of largely unskilled or semi-skilled participants to adjust to the demands of the work environment overall.

TEEM'S OBJECTIVES ARE:

A. To provide an approach for increasing the potential of specific public and private agencies and/or departments to recruit, select, hire and advance persons from specific disadvantaged client groups.

B. To demonstrate a two-step method of providing specialized vocational placement for the disadvantaged, involving specialized vocational services through "Host Agencies", with opportunity for permanent employment through "Receiving Agencies". Heavy emphasis for developing Receiving Agencies will be given to working with departments and occupations that, for a variety of reasons, have not been involved in other manpower or equal employment opportunity programs.

THE CONSORTIUM - THE VEHICLE FOR COMMUNICATIONS

As has been shown in past organizations, one of the major problems is that of communications. In an experimental model such as TEEM, the communications is of vital importance to accomplish all interagency objectives, and the Consortium was developed by TEEM in an attempt to overcome this problem. In general, the Consortium provides a formal way for which all TEEM members at lower levels can communicate their needs to Agency management or project staff. It also serves as a feedback mechanism for the program so that analysis on the project can be made.

The kind of feedback information exchanged at the Consortium meetings serves to develop, in detail, plans that describe local agency relationships, responsibilities and procedures. The Consortium is to be responsible for making recommendations for overcoming problems and assessing the progress of the Project and the trainees.

The purpose of the meetings include:

1. Exchange of information about qualifications for jobs available and characteristic of employees.
2. Definition of the process of moving from Host to Receiving Agency.
3. Assessment of the TEEM project.
4. Feedback to Host Agencies of follow-up information about TEEM employees.
5. Assignment of employees to available jobs.

The Consortium consists of the TEEM project staff and the Host Agency and Receiving Agency representatives. The Receiving Agency supervisors will be given the opportunity to review resumes of the TEEM employees presented at the consortiums. Also the Receiving Agency and the Host Agency representative may work out interviews and assignment procedures for those employees whose skill and work personality qualifications meet those of the Receiving Agency.

THE FEASIBILITY OF THE TEEM PROJECT

The TEEM project having been formed as an experimental model to test out several objectives has in reality but one major goal: to determine the feasibility of its two-step hiring process. In fact, at the end of the Project all of TEEM's activities will center only around the concept of feasibility. Therefore, it is important that all those involved in the Project should have some understanding of the "measures of effectiveness" that will allow the TEEM staff to document the study in order to permit others to understand and evaluate what was done in the experiment and in the analysis and be able to indicate how accurate the basic data and the findings can be expected. Indeed the project could fail to hire many of its clients, yet be termed successful if it can demonstrate what is and is not a two-step hiring process.

The TEEM Project is a two-step hiring process involving three individual parts - Host Agency, Receiving Agency, and Job Matching. Without any of these three parts the uniqueness of TEEM ceases and therefore the concept of the Project itself. With the questions to be answered by the three separate functioning entities, TEEM must also concern itself with the Consortium since the Consortium is the administrative vehicle which affects the TEEM project directly. It is important that the Consortium demonstrates:

1. That because of it, Host Agencies were able to avail themselves of new job opportunities for their regular, non-TEEM clients.
2. That participating agencies received employees whose skills matched their job requirements.
3. That TEEM employees were selected into and trained for positions which matched their interest as well as their potential.
4. That the Consortium is able to function effectively even in the absence of TEEM project staff direction.

Finally, it is important that TEEM account for itself along the dimensions of all DOL reports. This must include both in areas of cost-benefit and public policy.

COST ACCOUNTING

The Cost Accounting System established for the TEEM Project is oriented to accomplish the following:

1. Provide a thorough definition of the type of functions performed and costs incurred, and understanding of how those functions and costs vary and an estimate of the magnitude of the costs.
2. Develop a method for capturing the costs of the TEEM model in future pilot projects.

Since TEEM is only a demonstration project it must have a thorough understanding of the activities performed and the type of costs incurred. With a thorough understanding of the functions and costs involved, TEEM will be able to estimate the magnitude of the actual or projected costs. Therefore, the Cost Accounting System will involve these specific steps:

1. Analyze TEEM staff costs involved.
2. Detailed review of TEEM employee positions through on-site interviews and observations. The functions performed and the categories of costs incurred by the participating agencies have been tentatively identified.

3. Define the participating agency activity which took place prior to TEEM employee placement.

4. Document the TEEM model, the nature of the functions performed at each stage of the model, the definition of any costs incurred, and if possible, alternative methods of capturing these costs in future projects.

The cost accounting system to be used in the participating agencies will consist of an "exception" time sheet. The TEEM employee's supervisor will be responsible for completing this time sheet which will involve the following.

1. Completing the identification section of the time sheet.
    a. Location
    b. Agency
    c. Unit
    d. Supervisor's Name
    e. Supervisor's work telephone No.
    f. Dates of the pay period
    g. TEEM Employees
        (1) Name
        (2) Classification
        (3) Accounting of Time for pay period
    h. Total number equivalent full-time employees (excluding TEEM employees) and an accounting of their aggregate time for the pay period.
2. Recording time expended by the supervisor for the categories indicated for time keeping; only the time spent on these specific items will be recorded.

Definition of Categories

A. Time spent with TEEM or regular employees
    1. Orientation: Any function or act taken to acquaint an employee to the existing environment of the job, e.g., location and availability of cafeteria(s) and other eating areas, rest rooms, general information regarding work hours, employees work areas, civil service or company employment practices, etc.
    2. Training: Classroom or on-the-job training, including explaining procedures, errors and corrections.
    3. Counseling: Any discussion with the employee regarding:
        a. Career: Job or Career advancement and placement. Assisting the employee to assess his qualifications and needs for promotional opportunities.

b. Work related: Working relationships and/or performance. This includes, but is not limited to discussion of absences, attitude, relationship with other employees, performance reports and training needs.

c. Personal: Nonwork-related matters, such as problems involving family, financial, child care, transportation, etc.

B. Other Time Expended

1. Paperwork: Any written narrative or documentation required such as performance reports, attendance, resumés, special records (e.g., The "Exception" Time Sheet).

2. Meetings: Any general meeting regarding the employees but usually excluding the employee such as consortiums, meeting with TEEM staff, etc.

RESEARCH

The TEEM research methodology will comprise the following:

1. Collect an information folder for each of the TEEM employees. Such a folder must contain information on the personal characteristics, educational background, previous work history, occupational skills, and interests and personal goals.

   This information will be collected from each TEEM employee and the Host Agency counselor in the form of a TEEM EMPLOYEE DATA QUESTIONNAIRE, a personal self evaluation, a previous training and job resumé, and most important a counselor assessment evaluation. (Examples of these forms are given in the next section.) This counselor evaluation must be determined by the Rehabilitation coordinator after reviewing tests, performance, and interests as related to previous training. These evaluations serve as the basis for the career ladders to be individually developed by the TEEM staff for the TEEM employee and the Receiving Agency and aid in matching the Receiving Agency job to the TEEM employee.

2. Periodic performance reporting. The purpose of this report is to show the gradual development or lack of development of the TEEM employee. The TEEM staff uses this report as an indicator of the employee's performance and his acclimation to a new work environment.

   It is extremely important that all agencies note that there are two forms of the REPORTS OF PERFORMANCE. The Form 636 is provided by the State Personnel Board at the 4th, 8th, and 12th month of the TEEM employee's probationary period. This is regular policy. Form No. T300-35-636, is a modified Form 636, and as such does not preclude the probationary report. (See the next section for explanations of this form.)

LOCATION: LA ☐ SAC ☐ ALA ☐

AGENCY: ____________________

UNIT: ____________________

SUPERVISOR'S NAME: ____________________

TELEPHONE NUMBER: (   ) ____________________
A/C

PAY PERIOD: ____ ____ ____ TO ____ ____ ____
MO DA YR MO DA YR

TEEM EMPLOYEES (IF MORE THAN 4, LIST ON BACK)

			HOURS				
	NAME	WORKING CLASSIFICATION	WORK	VAC	SICK	DOCK	OTHER
1.							
2.							
3.							
4.							

REGULAR EMPLOYEES - NUMBER OF EQUIVALENT F/T EMPLOYEES ______

	ENTER DAILY HOURS USED FOR ITEMS INDICATED FOR TEEM AND REGULAR EMPLOYEES																								
DESCRIPTION	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	TOTAL
TIME SPENT WITH TEEM EMPLOYEES:																										
ORIENTATION																										
TRAINING																										
COUNSELING																										
CAREER																										
WORK RELATED (E.G. - ABS, ATTIT, RELATIONSHIP W/OTHER EMP, PERFORMANCE REPORT)																										
PERSONAL (E.G. - FAMILY, FINANCIAL, CHILDCARE, TRANSPORTATION, ETC)																										
OTHER TIME EXPENDED FOR TEEM:																										
PAPER WORK (PERFORMANCE REPORTS, ATTENDANCE, RESUMES, ETC)																										
MEETINGS (CONSORTIUM, STAFF NOT INCLUDING EMP)																										
TOTAL HOURS EXPENDED FOR TEEM																										
TIME SPENT WITH REGULAR EMPLOYEES:																										
ORIENTATION																										
TRAINING																										
COUNSELING																										
CAREER																										
WORK RELATED (E.G. - ABS, ATTIT, RELATIONSHIP W/OTHER EMP, PERFORMANCE REPORT)																										
PERSONAL (E.G. - FAMILY, FINANCIAL, CHILDCARE, TRANSPORTATION, ETC)																										
OTHER TIME EXPENDED FOR REGULAR EMPLOYEES:																										
PAPER WORK (PERFORMANCE REPORT, ATTENDANCE, RESUMES, ETC)																										
MEETINGS																										
TOTAL HOURS EXPENDED FOR REGULAR EMPLOYEES																										

				HOURS		
	NAME	WORKING CLASSIFICATION	WORK	VAC	SICK	DOCK	OTHER
5.							
6.							
7.							
8.							

SECTION TWO

OPERATIONAL ELEMENTS AND PROCESSES

SIGNIFICANCE OF THE HOST AGENCY

Host Agencies under the TEEM Concept perform the initial hiring and become the initial work station for the TEEM employees thereby becoming the first step in the two-step hiring process. In TEEM the employees are employed to assist the Host Agency in providing expanded services to its clients. During this time the employee is provided with in-depth vocational assessment and counseling services to identify the best type of placement consistent with his or her aptitudes, interests and abilities. The employee in effect is both an employee and a client during the Host Agency experience. During this period, the employee receives close supervision, is oriented to the world of work, is counseled on matters affecting his placability and is obtaining a record of full-time paid work experience.

It is this first step that will facilitate rapid and orderly implementation of a manpower absorption program. At times of economic need, human service agencies such as employment service and welfare departments are usually experiencing increasing work load and can well utilize additional staff. The turnover can then be easily controlled by the number of jobs available, and the duration of the Host Agency and Receiving Agency Assignments funding. This system of employment will also allow for a very quick absorption by human service agencies and a more orderly program of job development for those other potential employers recruiting from the initial "Host Agencies".

The work assignment in the Host Agency is not intended to be skill training. It should not need to serve as the introductory training for the training the employee will receive in the Receiving Agency. Instead the Host Agency work assignment must serve two purposes:

1. To provide the Host Agency with production assistance over and above the budgeted positions to offset some of the costs that may occur as a result of the Host Agency's supervision and assessment efforts.

2. The work experience in the Host Agencies must provide a means of assessing and improving participant work habits, skills, and abilities for use as a guide to making permanent placements. Most of the TEEM employees have been out of work approximately two years before they were hired with the TEEM project, many require orientation into the working world before they can be expected to go into permanent employment.

Aside from the advantages the TEEM employee should gain from the work assignment, the Host Agency will benefit the participant:

1. Because the Host Agencies are the helping agencies for the participants, there exists a unique opportunity for empathetic agencies to more directly assist their clients to obtain employment.

2. Host Agencies make ideal "entrances to permanent employment for their respective client groups. Because of their considerable experience in hiring disadvantaged/minority workers, these agencies have well-developed mechanisms for providing counseling, assessment, and world of work training to reduce the possibilites of failure on the job.

3. Host Agencies have ready pools of potential TEEM Project participants.

HOST AGENCY RESPONSIBILITIES THAT SHOULD BE EMPHASIZED

1. Handling all TEEM employee problems at the local level with assistance from the Rehabilitation Coordinator.

2. Document all evidence of acceptable or unacceptable performance.

3. The Rehabilitation Coordinator will assist to provide job and goal counseling to the TEEM employee.

4. Assist the Rehabilitation Coordinator to provide a realistic goal assessment for each TEEM employee.

5. Prepare all termination documents on the local level (see the section on Rejection on Probation).

6. Determine the readiness of each TEEM employee for moving into a Receiving Agency. For the questionnaire see the next page.

7. Assist the Rehabilitation Coordinator in determining if the employee's performance is adequate to continue on the program. If not the supervisor will need to terminate the employment while in the Host Agency. The supervisor will need to prepare the termination documents (see number 5 above). Report to the TEEM staff any disciplinary problems as soon as possible

8. Notify the appropriate WIN unit whenever a TEEM employee changes training or work locations.

9. Prepare Monthly Performance Reports and send them to the TEEM office. This is Form No. T300-35-636, and should be sent no later than the seventh day of every month (see example).

10. See that all TEEM employees in that office have filled out the Employee Questionnaire and have sent in a job resumé.

11. Prepare all Civil Servant Performance Reports that go to the appropriate State or county Personnel Office.

12. Help set up for the employee Receiving Agency observation days (will be discussed at the end of this section).

13. If applicable, fill out the Evaluation of Critical Class Requirements for the EDA testing process (will be discussed in detail in the EDA Testing Section).

14. For all dock hours for a TEEM employee placed with a State agency, the supervisor will follow the standard dock procedure. No overtime hours are allowed.

15. For all dock hours for a TEEM employee placed with a county agency, the supervisor will follow the appropriate county procedure.

CALIFORNIA STATE PERSONNEL BOARD

TEEM EMPLOYEE DATA QUESTIONNAIRE

T300-38 TEEM (6/73)

IF YOU DO NOT UNDERSTAND THE QUESTION, CHECK HERE

PLEASE ANSWER THE FOLLOWING QUESTIONS

DATE

NAME

BIRTH DATE

ADDRESS (number) (street)

AGE

(city) (state) (ZIP code)

TELEPHONE NUMBER

RACE

SEX ☐ MALE ☐ FEMALE

ARE YOU THE HEAD OF HOUSEHOLD? ☐ YES ☐ NO

ARE YOU A VETERAN? ☐ YES ☐ NO

INCLUDING YOURSELF, HOW MANY DEPENDENTS DO YOU HAVE? 1 2 3 4 5 6 7 or more

WHAT WAS THE HIGHEST GRADE YOU COMPLETED IN SCHOOL? 1 2 3 4 5 6 7 8 9 10 11 12

WHAT WAS YOUR WELFARE GRANT *BEFORE* TEEM? $ ____________

WHAT IS YOUR WELFARE GRANT *NOW*? $ ____________

IF YOU ARE RECEIVING OTHER BENEFITS, WHAT ARE THEY? CHILD CARE ALLOWANCE, TRAVEL ALLOWANCE, MEDICAL, FOOD STAMPS, OTHER

WHAT STATE DEPARTMENT DO YOU WORK FOR?

IN WHAT SECTION WITHIN THAT DEPARTMENT DO YOU WORK?

WHAT IS YOUR OFFICE TELEPHONE NUMBER? ________ (Area Code) ____________ (Number) 8- ____________ (ATSS Number)

DID YOU RECEIVE ORIENTATION TO STATE WORK, THE DEPARTMENT YOU WORK FOR, AND THE RESPONSIBILITIES OF YOUR JOB? ☐ YES ☐ NO

DO YOU FEEL THE ORIENTATION WAS ☐ GOOD ☐ FAIR ☐ BAD

WHAT IS YOUR OCCUPATIONAL GOAL?

LIST ALL MANPOWER PROGRAMS YOU HAVE BEGUN	LENGTH OF TIME SPENT IN THE PROGRAM	DID YOU COMPLETE THE PROGRAM? (please check) YES	NO

CALIFORNIA STATE PERSONNEL BOARD

TEEM EMPLOYEE DATA QUESTIONNAIRE

T300-3[illegible] [illegible]/73) REVERSE

TEEM EMPLOYEE PARTICIPANT

DEPARTMENT

CLASSIFICATION

HAVE YOU APPLIED FOR CIVIL SERVICE EXAMINATIONS?

☐ YES ☐ NO

IF YES, PLEASE LIST EXAMINATIONS:

HAVE YOU PASSED ANY CIVIL SERVICE EXAMINATION(S)?

☐ YES ☐ NO

IF NOT, HAVE YOU DONE ANY SELF-STUDY OR BEEN "TUTORED" BY YOUR SUPERVISOR DURING ORIENTATION ON EXAM-TAKING PROCESS?

☐ YES ☐ NO

ARE YOU CURRENTLY ON ANY CIVIL SERVICE LIST?

☐ YES ☐ NO

IF YES, WHERE DO YOU STAND ON THE LIST?

WHAT HELP HAS YOUR SUPERVISOR/COUNSELOR GIVEN YOU TO MOVE YOU INTO PERMANENT EMPLOYMENT *(public or private)*?

WHAT HELP HAS ORIENTATION GIVEN YOU?

WHAT MORE DO YOU FEEL COULD HAVE BEEN DONE?

IS THERE A SYSTEMATIC PLAN OF ACTION WHICH IS BEING FOLLOWED BY BOTH YOU AND YOUR SUPERVISOR TO MOVE YOU INTO PERMANENT EMPLOYMENT?

☐ YES ☐ NO

WHAT IS THE PLAN OF ACTION?

This is Form No. T300-35-636, or Report of Performance for TEEM employees. TEEM will require this form on a monthly basis no later than the 7th day following the 1st of every month.

Explanation of Form No. T300-35-636 TEEM

Due to the TEEM employee's first months on the job having such a formative impact on an individual in relation to work environment, it is felt that weekly reports (six weeks) be sent to TEEM on a monthly basis are in order.

Reference to Receiving Agency indicating month of report.

Reference to Host Agency indicating month of report.

Reference to the list of items in each qualifying factor that need to be indicated for evaluation by underlining.

Reference to which week is being rated (i.e., 2 - 2d week of the month).

Reference to ratings.

OUTSTANDING - Performance on the job indicates qualifications are definitely superior - performance by the end of the probationary period can be expected to be well above the standard required of a competent permanent employee in that job. (If the overall rating is Outstanding, the Rater must give a written statement of factual substantiation for the rating. General statements such as "Outstanding in skill and knowledge" are not acceptable.)

STANDARD - Performance on the job indicates qualifications are thoroughly satisfactory.

SHORT OF STANDARD - Performance on the job indicates qualifications are somewhat inadequate - to reach the standard required of a competent permanent employee by the end of the probationary period, greater effort or training is needed.

UNACCEPTABLE - Performance on the job indicates qualifications are very inadequate - special training, reassignment, or rejection may be advisable. (Any factor or overall rating of Unacceptable must be substantiated by the Rater's written statement of specific reasons for each such rating.)

EMPLOYEE

REPORT OF PERFORMANCE

RECEIVING:
☐ FIRST MONTH
☐ SECOND MONTH

HOST:
☐ FIRST MONTH
☐ SECOND MONTH
☐ THIRD MONTH
☐ FOURTH MONTH

LAST NAME ______ FIRST NAME ______ INITIAL ______ SOCIAL SECURITY NUMBER ______ DATE OF REPORT ______

CIVIL SERVICE TITLE ______ POSITION NUMBER ______

STATE DEPARTMENT ______ SUBDIVISION OF DEPARTMENT ______ HEADQUARTERS OF EMPLOYEE ______

QUALIFICATION FACTORS: (Indicate appropriate items by underlining them)

1. **SKILL** – Expertness in doing specific tasks; accuracy; precision; completeness; neatness; quantity.
2. **KNOWLEDGE** – Extent of knowledge of methods, materials, tools, equipment, technical expressions and other fundamental subject matter.
3. **WORK HABITS** – Organization of work; care of equipment; punctuality and dependability; industry; follows good practices of vehicle and personal safety.
4. **RELATIONSHIPS WITH PEOPLE** – Ability to get along with others; effectiveness in dealing with the public, other employees, patients or inmates.
5. **LEARNING ABILITY** – Speed and thoroughness in learning procedures, laws, rules, and other details; alertness; perseverance.
6. **ATTITUDE** – Enthusiasm for the work; willingness to conform to job requirements and to accept suggestions for work improvement; adaptability.
7. **PERSONAL FITNESS** – Integrity; sobriety; emotional stability; physical condition; appearance and habits.

RATINGS ARE INDICATED BY "X" MARKS

	WEEK	UNACCEPTABLE	IMPROVEMENT NEEDED	STANDARD	OUTSTANDING
1	1				
	2				
	3				
	4				
2	1				
	2				
	3				
	4				
3	1				
	2				
	3				
	4				
4	1				
	2				
	3				
	4				
5	1				
	2				
	3				
	4				
6	1				
	2				
	3				
	4				
7	1				
	2				
	3				
	4				
OVERALL RATING: (The overall rating must be consistent with the factor ratings and comments, but there is no prescribed formula for computing the overall rating.)					

COMMENTS TO EMPLOYEE: (Supervisor should include factual examples on work especially well or poorly done and give suggestions as to how performance can be improved. Factor and overall ratings of Unacceptable and overall ratings of Outstanding must be substantiated. Use additional sheets if more space is needed.)

EMPLOYEE'S SIGNATURE: ______ DATE: ______

SUPERVISOR'S SIGNATURE: ______ DATE: ______

T300-35-636 TEEM (8/73)

THE FOLLOWING QUESTIONS ARE TO BE ANSWERED AS DETAILED AS POSSIBLE ON A MONTHLY BASIS BY THE IMMEDIATE SUPERVISOR:*

1. What evidence was shown that the TEEM employee had the ability to benefit from counseling and make realistic career choice within a reasonable period of time?

2. What evidence was shown that the TEEM employee had the ability to adapt to more than one kind of work environment?

3. What evidence was shown that the TEEM employee had the willingness to follow directions and to participate in prescribed classes and on-the-job training?

*NOTE: If more space is needed attach additional pages.

T300-35-636 TEEM (5/73)

EXAMPLES OF THE JOB RESUME AND COUNSELOR ASSESSMENT

The most important function of the Host Agency is to provide the TEEM employee with supervision and help the employee assess according to his experience and ability the kinds of jobs areas that would be desirable and attainable for the individual. Since the TEEM staff will provide each employee with test schedules and career ladders in the civil service it is vitally important that the Rehabilitation Coordinator provide the TEEM staff with a professional goal assessment for each TEEM employee. Such an assessment would provide us with a realistic goal and would assist the staff in obtaining and properly placing each TEEM employee in a Receiving Agency. The Coordinator should utilize prior employment training, counseling, review of WIN records, test results, observations and interviews of the TEEM employee while at the Host Agency in making the evaluations.

Both examples provided in this handbook, are only examples. They should serve to give an idea of the kind of assessment and job resumé that is most helpful. You may use any form you consider suitable to include all that is necessary.

The following examples are:

1. Vocational Plan
2. Job Resumé
3. Personal Resumé

State of California

Example # 1

Memorandum

To : TEEM Coordinator
Suite 385
455 Capitol Mall
Sacramento, CA 95814

Date :

Subject :

From : **State Personnel Board** — Vocational Plan

To arrive at a realistic career choice, consideration has been given to employee's previous work background, interests, temperament, and tested aptitudes. Although has high aspirations of becoming a Computer Programmer or Social Worker, she has become aware that this goal may not be within her immediate reach. Also her tested aptitudes do not support these occupations as suitable choices. She does have a strong interest in public contact work and working with figures. Consideration was given to occupation related to her interest and within range of predictable success.

After a discussion of vocational plans, a decision was made to pursue a career path in the following occupations or related fields: Cashier, Accounting Clerk, Business Machine operating, and personnel/payroll clerk. She is willing to take college courses where necessary to qualify.

Example # 2

EXAMPLE OF A JOB RESUME

NAME:
ADDRESS:

PHONE:

PERSONAL DATA

Available: Now
Draft Status:
Age:
Health:
Height:
Marital Status:
Weight:
Citizenship:

JOB DESIRE:

Counselor Aid

EDUCATION:

GENERAL:

My strong point as Counselor Aid is my experience in Contacting people by phone and making home calls. I can make visits to training facilities, hospitals and other on-the-job training agencies to obtain up-to-date information on client's progress.

HOBBIES:

Read Books, fishing, baseball, basketball, lift weights and music.

REFERENCES:

Example # 3

RESUME

TELEPHONE:

SUMMARY OF QUALIFICATIONS:

Completed intensive 600-hour course in computer operation training in the operations of the generation computer and peripheral equipment, as well as electronic accounting machines. Capable of processing business, scientific and other data. As an operator, successfully integrated and operated data processing equipment according to program routines and data requirements in written operating instructions.

SIGNIFICANT AREAS OF LAB EXPERIENCE AND TRAINING:

Familiar with all machines mentioned: Keypunch, Sorter 083, Reproducer 514, Collator 085, Interpreter, Card Punch 2540, Card Reader 2540, Printer 1403, Console Panel (360/30), DOS components, Power, OS, Utility Programs, JCL, Multiprogramming Concepts and Teleprocessing Concepts.

WORK EXPERIENCE:

1973 to present - State of California. Counselor Assistant. Gather data relevant to rehabilitation process of clients through personal contacts, telephone contacts and correspondence. Make visits to training facilities, hospitals, on-the-job training agencies and homes to obtain up to date information on clients' progress. Do bimonthly follow-up on clients and report findings to rehabilitation counselor. Responsible for other assignments delegated by RC to facilitate case movement.

1969 to 1973 - Sundry jobs: College work study clerk, salesman, printer and driver.

1963 to 1969 - Lindo Furniture Company. Sales Manager. Continuously associated in responsible capacities as Salesman and Sales Manager. During the first year progressed from trainee to sales manager. Assisted in developing sales objectives and merchandising activities; instructing salesmen on merchandise selection. Creating and implementing display programs.

Prepared plans to obtain best inventory turnover and return on investment performance. Directed the selling program of commission men and handled customer relations. Conducted all sales training meetings. Supervised the hiring and training of salesmen.

EDUCATION:

College of Data Processing. Computer Operations Course. Graduated 1973.

REFERENCES:

Business and personal references available upon request.

THE SIGNIFICANCE OF THE RECEIVING AGENCY

Receiving Agencies are usually those agencies or business entities that do not provide direct client services. In other words their mission is directed toward the benefit of other agencies, or the general public rather than to individuals. Their services are usually mechanical, administrative, technical or maintenance in nature as opposed to social or vocational.

The emphasis for Receiving Agencies is to provide specific skill training and to assist TEEM employees to obtain a permanent job. Such a movement from the host agency to the Receiving Agency will consist of three steps. First, the appropriate staff will contact the agency and obtain commitment of training slots. Then the Receiving Agency with the help of the TEEM staff will identify suitable positions defined as:

(a) Those positions that do not have outstanding lists that would interfere with the employees chances for obtaining the appointment.

(b) Those positions whose class turnover makes the availability reasonably possible.

(c) Those positions that have an examination schedule that will allow an employee to compete within reasonable time.

The first priority for the types of jobs being developed are in departments or occupations that have been unsuccessful in hiring disadvantaged workers.

No agency can guarantee a job for a TEEM employee. It is, however, necessary that a Receiving Agency offer training for those assignments where there is a likelihood that a vacant position could be available to a TEEM employee. All Receiving Agencies are then asked to plan to insure that TEEM employees who qualify, be moved into that position that has become vacant.

The second step in the movement is a twofold approach. The TEEM staff will provide, through counselors and supervisors, announcements to available civil service exams and examination schedules.

The TEEM employee can also utilize Receiving Agency observation days in order to get a better idea of the range of jobs and agencies available and the people with whom they will be working. At the same time, a Receiving Agency employer can observe the potential TEEM employees. He is able to review the employees' personal folder consisting of job resumes, counselor assessments, and performance reports and develop interest in particular TEEM employees.

The last step in the movement involves the training the Receiving Agency will give the TEEM employee. The TEEM staff will be provided specific training plans based on duty statements for the proposed assignment. The training time, or the approximate time the supervisor expects it will take for an employee to learn each task, and additional outside training courses that are deemed necessary. The supervisor will be responsible for guiding the development of the learning and training process for the employee.

RECEIVING AGENCY SUPERVISOR RESPONSIBILITIES

1. Handling TEEM employee problems at the local level.

2. Document all evidence of acceptable or unacceptable performance.

3. Prepare all termination documents on the local level (see the section on Rejection on Probation). Contact JoDeane Kramer for forms.

4. Determine if the employee's performance is not adequate to meet your job requirements. If this is the case the supervisor will need to terminate the employment while in the Receiving Agency. The supervisor will need to prepare the termination documents. A supervisor must report to the TEEM staff any disciplinary problems as soon as possible.

5. The supervisor must notify responsible Host Agency offices when a TEEM employee moves into a budgeted position.

6. Prepare Performance Reports and send them to the TEEM Office. This is Form No. T300-35-636 and should be sent for the first two months (see the example given).

7. Prepare all Civil Servant Performance Reports that go to the Department of Rehabilitation central office in Sacramento. It should be remembered that these Forms No. 300-35-636 must be turned in every four months for TEEM employees.

8. Help set up for the TEEM employee Receiving Agency observation days (see previous section).

9. If applicable, fill out the Evaluation of Critical Class Requirements for the EDA testing process (will be discussed in detail in the EDA testing section).

10. For all dock hours for a TEEM employee, the supervisor must follow normal dock procedures. No overtime hours are allowed. This will only apply so long as the TEEM employee is on the State budget.

11. For all dock hours for a TEEM employee placed with a county agency, the supervisor will follow the appropriate county procedure

Employees who are not able to meet the training objectives must be identified to the Rehabilitation Coordinator at the earliest date possible in order that counseling may be resumed or the employment terminated. No employee should be allowed to continue performing significantly below standard for more than two months. The Receiving Agency is under no obligation to keep an employee that is not performing adequately.

RECEIVING AGENCY OBSERVATION DAYS

One of TEEM's important operational components is the Receiving Agency observation days. TEEM has obtained commitments from Receiving Agencies to provide observation experience for TEEM employees. A schedule may include one or more TEEM employees observing the agency operations and depending on the length of the schedule, the employee may be assigned to minor tasks during the observation.

The observation days when utilized will benefit the three TEEM components

For the TEEM employee these observations will provide some knowledge and feeling for the specific Receiving Agency work environment. It will give him first-hand knowledge as to the job tasks that are involved in an occupation, and expose him to a variety of job opportunities.

The observations will lessen the likelihood of TEEM employees changing their mind after permanent assignments, thereby, giving the Host Agency the advantage of making a better man-job match.

Just as important is the Receiving Agency's advantage to observe the TEEM employee first hand without commitment to train or hire him. If more than one employee is sent,the Receiving Agency will have a chance to observe and therefore better select a person for the available position that meets the qualifications of the Agency.

It will be the responsibility of both the Host Agency and Receiving Agency to reach an agreement on the desirable number of observation days or hours per employee while the employee is still at the Host Agency.

INTERAGENCY COMMUNICATION INTERACTIONS

1. Contacting the WIN Office where the employee is registered

When a Receiving Agency makes a commitment to provide skill training and a specific date is agreed upon for the TEEM employee to start work, the Host Agency should contact the EDD office where the employee is registered in WIN. Give the WIN counselor:

a. Employers name and address

b. Job title

c. Date the person is to start work

d. Your name, office and agency

2. WIN contacting parties on the 1056 distribution

When notified by another TEEM Host Agency, that a TEEM employee is assigned to a Receiving Agency or when notified by another Host Agency or the TEEM staff or a Receiving Agency that an employee has moved to a permanent position:

Obtain job title and location and date entered into the permanent job.

Prepare 1056 for normal distribution plus a copy for the TEEM staff.

If picked up in the Los Angeles County Contract please prepare a copy to be sent to Wally Ward, Central WIN Office in Los Angeles.

REJECTION ON PROBATION FOR BOTH HOST AND THE RECEIVING AGENCIES

The critical class requirements of the classes in which TEEM employees will be placed dictate that it is as important for an employee to be able to adapt to the concept of the class as it is to learn assigned tasks. The series specifications should be reviewed. The TEEM employees must demonstrate that he/she has reached an acceptable level of adjustment in these stated areas before being moved to a Receiving Agency. A TEEM employee must demonstrate an acceptable level of work performance before moving into a budgeted position in the Receiving Agency.

When an agency, Host or Receiving, determines a TEEM employee has not reached an acceptable level of adjustment or performance and is not likely to reach it during the probationary period, the TEEM employee is to be terminated. It is extremely important that the supervisor document all evidence of unacceptable performance and discusses with the employee those problems as they arise throughout the assignment. The problem should be brought to the attention of the Rehabilitation Coordinator.

DETERMINING JOB READINESS OF THE TEEM EMPLOYEE

YES	NO	
		1. An employee is allowed only 2 days per month absenteeism. The maximum 2 days per month apply to all months and may be excused or not. One month will be allotted for special problems that require more than 2 days. Does the TEEM employee show no unnecessary absences?
		2. The TEEM employee's record shows a steady decline in the number of absences from month to month to less than 2 days per month.
		3. The TEEM employee has been late to work less than three (3) times per month.
		4. The TEEM employee's record shows a steady decline in the number of times that he/she has arrived to work late.
		5. The TEEM employee shows interest and willingness to learning the job tasks.
		6. The TEEM employee shows ability to follow directions.
		7. Has there been a steady decrease or absence of any transportation, health, and/or baby-sitting problem(s) which would interfere with the employee's attendance and work performance?
		8. Has the TEEM employee established a realistic Receiving Agency goal? Has the employee gained a better idea of what he wants to do?
		9. Would your office hire this TEEM employee as a full-time, regular civil servant if he/she were considered along with your other employees in terms of the factors noted above? If not, why not?

If a supervisor finds that he/she has checked from 1 to 3 items in the "No" column, it is important that the employee and the supervisor discuss the matter together and those areas that need more counseling be stressed. If more than 4 items have been checked, there may be a need to consider termination of the TEEM employee.

Page 1 of 2
Date________

SUPERVISOR/COUNSELOR

AGENCY:______________________ LOCATION:______________________

SUPERVISOR'S NAME:______________________ PHONE: (   )______________

EMPLOYEE(s) 1.______________________ 2.______________________

1. What is the TEEM participant's job classification?

2. Is this a regular function? ☐ yes ☐ no

3. Does the TEEM participant's function provide or allow regular staff to provide additional or increased services not normally provided? ☐ yes ☐ no

   If yes, how has participation in TEEM saved the agency time or increased output?

For the next two questions, compare the TEEM participant (s) to your regular staff using the following scale:

- a. Much less
- b. Slightly less
- c. Comparable
- d. Slightly more
- e. More

4. What is the current work output or relative effectiveness?

		1	2
4.	a.	☐	☐
	b.	☐	☐
	c.	☐	☐
	d.	☐	☐
	e.	☐	☐
5.	a.	☐	☐
	b.	☐	☐
	c.	☐	☐
	d.	☐	☐
	e.	☐	☐

5. What has been the average weekly/monthly hours available for productive work? (substantiate through attendance records)

6. What was (is) the relative time spent on the following (indicate TEEM time as a percentage of regular staff):

   a. Orientation ________ ________

   b. Training ________ ________

   c. Career Counseling ________ ________

   d. Counseling on work related matters e.g., absences, attitude, relationship with other employees (including perf. rpt. discussion) ________ ________

e. Counseling on personal matters, e.g., family, financial, child care, transportation, etc. ________ ________

f. Estimate the total hours used per week or month for Items a, thru e, for:
   1) TEEM employee(s) ________ ________

   2) Regular employees ________

7. How much time was spent on the following?

a. Host Agencies - Activities Schedule Preparation ________

b. Receiving Agencies - Training Plan Preparation ________

c. Admn. Duties:
   1) Paperwork (performance rpts., attendance, resumes, etc.) above normal ________

   2) Meeting (consortium, Staff - not including the employee (s), etc.) ________

GENERAL QUESTIONS

1. Should the TEEM Concept be modified? ☐ yes ☐ no
   If yes, How?

2. Should TEEM participants be provided training to take Civil Service exams?
   ☐ yes ☐ no
   If yes, what would be the most efficient and effective method for providing this training?

3. Other comments

EMPLOYEE

Employee's Name:

Agency: Location:

Supervisor's Name: Phone: ( )

1. Is your job a regular job? ☐ Yes ☐ No

   If no, how would you describe your job?

   a. A job made from bits and pieces of other regular jobs a. ☐
   b. Miscellaneous duties as required, i.e. a "Jack-of-all-Trades" b. ☐
   c. Make work, no real benefit derived by agency when work is done. c. ☐

2. Have you been provided the following:

	None	Little	Adequate	Too Much
a. Orientation	☐	☐	☐	☐
b. Training	☐	☐	☐	☐
c. Career Counseling	☐	☐	☐	☐
d. Counseling on personal matters, e.g., family, financial, etc.	☐	☐	☐	☐

3. How do you feel about the amount of time you spent at the Host Agency?

   Not Enough ☐
   Adequate ☐
   Too Long ☐

4. As a TEEM participant, were you treated differently than the regular employees:

   a. at the Host Agency: ☐ Yes ☐ No

      If yes, by whom?
      Employees ☐
      Supervisor(s) ☐
      Agency: Management ☐
      Other (specify)____________________ ☐

      Was this treatment ☐ Positive ☐ Negative

   b. at the Receiving Agency? ☐ Yes ☐ No

      If yes, by whom?
      Employees ☐
      Supervisor(s) ☐
      Agency: Management ☐
      Other (specify)____________________ ☐

      Was this treatment ☐ Positive ☐ Negative

c. If yes to either a or b, how did this treatment affect:

(1) Your adjustment to the work environment?

Not at all ☐
Helped ☐
Hindered ☐

(2) Your ability to learn the job?

Not at all ☐
Helped ☐
Hindered ☐

5. If you are at a Receiving Agency, do you feel that your assignment matches your abilities, skill and interest?

☐ Yes ☐ No

If no, why? (explain)

LOCATION: LA ☐ SAC ☐ ALA ☐

AGENCY: ______

UNIT: ______

SUPERVISOR'S NAME: ______

TELEPHONE NUMBER: (   ) ______
A/C

PAY PERIOD: ____ ____ ____ TO ____ ____ ____
MO DA YR MO DA YR

TEEM EMPLOYEES (IF MORE THAN 4, LIST ON BACK)			HOURS				
	NAME	WORKING CLASSIFICATION	WORK	VAC	SICK	DOCK	OTHER
1.							
2.							
3.							
4.							
REGULAR EMPLOYEES - NUMBER OF EQUIVALENT F/T EMPLOYEES							

	ENTER DAILY HOURS USED FOR ITEMS INDICATED FOR TEEM AND REGULAR EMPLOYEES																									TOTAL
DESCRIPTION	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	
TIME SPENT WITH TEEM EMPLOYEES:																										
ORIENTATION																										
TRAINING																										
COUNSELING																										
CAREER																										
WORK RELATED (E.G. - ABS, ATTIT, RELATIONSHIP W/OTHER EMP, PERFORMANCE REPORT)																										
PERSONAL (E.G. - FAMILY, FINANCIAL, CHILDCARE, TRANSPORTATION, ETC)																										
OTHER TIME EXPENDED FOR TEEM:																										
PAPER WORK (PERFORMANCE REPORTS, ATTENDANCE, RESUMES, ETC)																										
MEETINGS (CONSORTIUM, STAFF NOT INCLUDING EMP)																										
TOTAL HOURS EXPENDED FOR TEEM																										
TIME SPENT WITH REGULAR EMPLOYEES:																										
ORIENTATION																										
TRAINING																										
COUNSELING																										
CAREER																										
WORK RELATED (E.G. - ABS, ATTIT, RELATIONSHIP W/OTHER EMP, PERFORMANCE REPORT)																										
PERSONAL (E.G. - FAMILY, FINANCIAL, CHILDCARE, TRANSPORTATION, ETC)																										
OTHER TIME EXPENDED FOR REGULAR EMPLOYEES:																										
PAPER WORK (PERFORMANCE REPORT, ATTENDANCE, RESUMES, ETC)																										
MEETINGS																										
TOTAL HOURS EXPENDED FOR REGULAR EMPLOYEES																										

T300-99 (11/74)

	NAME	WORKING CLASSIFICATION	HOURS WORK	 VAC	 STCK	 DOCK	 OTHER
5.							
6.							
7.							
8.							

T300-99 (11/74) Reverse

APPENDIX B

TABLES SHOWING THE NUMBER OF MONTHS PARTICIPANTS WERE PLACED IN HOST AND RECEIVING AGENCIES.

Summary Phase I

AREA	HOST AGENCY	RECEIVING AGENCY	PERMANENT POSITION	LENGTH OF TIME IN:	
				HOST AGENCY	RECEIVING AGENC
Sacramento (N=13)	79.5	85.5			
Los Angeles (N=25)	177.7	141.1			
Alameda (N=12)	68.9	95.5			
Total N=50	326.1	322.1			
Mean =	6.5	6.4			

Summary Phase II

AREA	HOST AGENCY	RECEIVING AGENCY	PERMANENT POSITION	LENGTH OF TIME IN: HOST AGENCY	LENGTH OF TIME IN: RECEIVING AGENC
Sacramento (N=13)	11.3	66.6			
Los Angeles (N=11)	39.9	1.6			
Alameda (N= 2)	8.0	5.5			
Total N=26	59.2	73.7			
Mean =	2.3	2.8			

Sacramento Area Phase II

PARTICIPANT CODE	HOST AGENCY	RECEIVING AGENCY	PERMANENT POSITION	LENGTH OF TIME IN:	
				HOST AGENCY	RECEIVING AGEN
01	3/04/75		Term. 5/04/75	2 mos.	
02	1/06/75	2/06/75	Bud. 11/06/75	1 mos.	9 mos.
03	1/06/75	2/06/75	Bud. 10/06/75	1 mos.	8 mos.
04	1/12/75	2/12/75	Bud. 7/12/75	1 mos.	5 mos.
05	1/06/75	2/06/75	Bud. 7/06/75	1 mos.	5 mos.
06	1/12/75	2/12/75	Bud. 7/12/75	1 mos.	5 mos.
07	1/12/75	2/12/75	Bud. 7/12/75	1 mos.	5 mos.
08	1/06/75	2/06/75	Bud. 7/06/75	1 mos.	5 mos.
09	4/23/75	5/05/75	Bud. 11/05/75	2 wks.	6 mos.
10	4/23/75	5/05/75	Resign. 6/26/75	2 wks.	1 mos. 3 wks.
11	4/29/75	5/07/75	Resign. 7/21/75	1 wks.	2 mos. 2 wks.
12	4/30/75	5/07/75	Bud. 11/11/75	1 wks.	6 mos. 1 wks.
13	3/07/75	3/31/75	Term. 12/07/75	4 wks.	8 mos. 1 wks.
Totals (N=13)				11.3	66.6
Mean				.9	5.1
Median				1.0	5.0
Mode				1.0	5.0

Los Angeles Area Phase II

PARTICIPANT CODE	HOST AGENCY	RECEIVING AGENCY	PERMANENT POSITION	LENGTH OF TIME IN:	
				HOST AGENCY	RECEIVING AGENC
14	12/26/74		Term. 1/08/75	2 wks.	
15	12/02/74		Term. 1/08/75	1 mos. 1 wks.	
16	12/02/74	3/06/75	Bud. 5/01/75	2 mos. 1 wks.	4 wks.
17	12/09/74	Sick 1 mo.	Term. 10/22/75	9 mos. 2 wks.	
18	12/02/74	1/20/75	Bud. 1/20/75	1 mos. 3 wks.	
19	12/16/74	1/20/75	Bud. 1/20/75	1 mos. 1 wks.	
20	1/13/75	4/19/75	Resigned 5/10/75--return to school.	3 mos. 1 wks.	3 wks.
21	1/13/75		Term. 3/06/75	1 mos. 3 wks.	
22	1/27/75	4/18/75	Res. 7/01/75	2 mos. 3 wks.	
23	4/01/75			8 mos.	
24	4/01/75			8 mos.	
Totals (N=11)				39.9	1.6
Mean				3.3	0.1
Median				2.1	0.8
Mode				1.3	0.8

Alameda Area Phase II

PARTICIPANT CODE	HOST AGENCY	RECEIVING AGENCY	PERMANENT POSITION	LENGTH OF TIME IN: HOST AGENCY	LENGTH OF TIME IN: RECEIVING AGENC
25	12/16/74	1/16/75	Bud. 7/01/75	1 mos.	5 mos. 2 wks.
26	12/02/74	7/01/75 Hosp. 1 mo.	Bud. 7/01/75	7 mos.	
Totals (N=2)				8.0	5.5
Mean				4.0	2.8
Median				4.0	2.8
Mode				4.0	2.8

Sacramento Area Phase I

PARTICIPANT CODE	HOST AGENCY	RECEIVING AGENCY	PERMANENT POSITION	LENGTH OF TIME IN:	
				HOST AGENCY	RECEIVING AGENC
33	11/12/73	2/05/74	1/01/75	2 mos. 3 wks.	11 mos.
34	10/01/73	1/14/74	7/01/75	3 mos. 2 wks.	5 mos. 2 wks.
35	9/11/73	7/25/74	8/06/74	10 mos. 2 wks.	2 wks.
36	5/01/74	5/01/74	1/01/75	0	8 mos.
59	11/12/73	9/16/74	4/25/75 Res.	10 mos.	7 mos. 1 wks.
60	5/01/74	7/15/74	7/07/75	14 mos. 2 wks.	11 mos. 3 wks.
61	3/01/74	6/17/74	1/01/75	3 mos. 2 wks.	6 mos. 2 wks.
62	5/01/74	6/03/74	11/12/74	1 mos.	5 mos. 1 wks.
64	5/01/74	7/15/74	12/31/74	2 mos. 2 wks.	5 mos. 2 wks.
65	10/01/73	6/30/74	5/01/75	9 mos.	10 mos.
73	10/31/73	9/01/74	12/01/74	10 mos.	3 mos.
74	11/05/73	11/05/73	8/15/74	0	9 mos. 2 wks.
75	7/18/73	8/01/74	9/30/74 Res.	12 mos. 2 wks.	2 mos.
Totals (N=13)				79.5 mos.	85.5 mos.
Mean=Total÷#of Part.				6.1 mos.	6.6 mos.
Median				3.2 mos.	5 mos. 2 wks.
Mode				10 mos	5 mos. 2 wks.

Los Angeles Area Phase I

PARTICIPANT CODE	HOST AGENCY	RECEIVING AGENCY	PERMANENT POSITION	LENGTH OF TIME IN: HOST AGENCY	LENGTH OF TIME IN: RECEIVING AGENC
31	8/31/73	2/21/74	1/01/75	5 mos. 3 wks.	9 mos. 2 wks.
37	9/11/73	2/21/74	10/31/74	5 mos. 1 wks.	8 mos. 1 wks.
38	10/01/73	3/25/74	1/01/75	5 mos. 3 wks.	9 mos. 1 wks.
39	10/09/73	4/01/74	1/01/75	5 mos. 3 wks.	9 mos.
43	9/07/73	9/07/73	11/29/73	0	2 mos. 3 wks.
44	10/15/73	4/01/74	1/01/75	5 mos. 2 wks.	9 mos.
45	10/09/73	3/04/74	12/19/74 Res.	5 mos.	9 mos. 2 wks.
46	10/09/73	8/14/74	12/31/74 Res.	10 mos. 1 wks.	4 mos. 2 wks.
47	8/31/73	9/23/74	1/01/75	12 mos. 3 wks.	3 mos. 1 wks.
48	8/31/73	2/08/74	2/04/75	5 mos. 1 wks.	12 mos.
50	9/13/73	3/19/74	12/31/74	6 mos. 1 wks.	9 mos. 2 wks.
51	9/11/73	3/19/74	12/31/74	6 mos. 1 wks.	9 mos. 2 wks.
52	10/10/73	8/13/74	12/13/74 Res.	10 mos.	4 mos.
54	8/31/73	8/31/73	3/01/74	0	6 mos.
55	8/31/73	3/01/74	4/30/74	5 mos.	2 mos.
56	8/31/73	8/31/73	11/29/73	0	3 mos.
57	8/31/73	3/01/74	3/19/74	6 mos.	3 wks.
58	8/31/73	8/30/74	6/30/75 Ld off	12 mos.	10 mos.
66	8/31/73	8/20/74	12/13/74 Res.	11 mos. 3 wks.	3 mos. 3 wks.
67	9/11/73	8/13/74	4/28/75	11 mos.	8 mos. 2 wks.
68	8/31/73	4/29/74	8/29/74	8 mos.	4 mos.
69	8/31/73	None	4/01/74 Res.	7 mos.	0
71	8/31/73	8/26/74	9/10/74 Res.	11 mos. 4 wks.	2 wks.
72	8/31/73	None	5/30/74 Res.	9 mos.	0
80	8/31/73	9/23/74	1/01/75	12 mos. 3 wks.	3 mos. 1 wks.
Totals (N=2)				177.7	141.1 mos.
Mean= total÷ # of Part.				7.1 mos.	5.6 mos.
Median				6.2 mos.	4.5 mos.
Mode				5.4 mos.	9.3 mos.

Alameda Area Phase I

PARTICIPANT CODE	HOST AGENCY	RECEIVING AGENCY	PERMANENT POSITION	LENGTH OF TIME IN:	
				HOST AGENCY	RECEIVING AGENC
32	9/04/74	10/01/74	12/05/74 Res.	1 mos.	2 mos.
40	10/04/73	1/14/74	1/01/75	3 mos. 1 wks.	11 mos. 2 wks.
41	9/04/73	1/02/74	1/01/75	4 mos.	12 mos.
42	9/04/73	1/02/74	5/23/75	4 mos.	4 mos. 3 wks.
49	9/04/73	3/18/74	7/01/74	5 mos. 2 wks.	3 mos. 2 wks.
53	99/04/73	11/23/73	12/31/74	2 mos. 3 wks.	13 mos. 1 wks.
63	10/05/73	7/08/74	12/31/74	9 mos.	5 mos. 3 wks.
70	9/04/73	None	6/30/74 Res.	9 mos. 4 wks.	0
76	9/04/73	4/15/74	1/01/75	7 mos. 2 wks.	8 mos. 2 wks.
77	9/04/73	4/01/74	11/29/74	7 mos.	8 mos.
78	9/04/73	4/17/74	6/19/75	7 mos. 2 wks.	14 mos.
79	9/04/73	4/15/74	5/01/75	7 mos. 3 wks.	12 mos. 2 wks.
Totals (N=12)				68.9 mos.	95.5 mos.
Mean=Total÷# of Part.				5.7 mos.	8 mos.
Median				6.2 mos.	8.23 mos.
Mode				7.4 mos.	10.23 mos.

APPENDIX C

SUMMARY OF SUPERVISOR/COUNSELOR QUESTIONNAIRES

SUMMARY OF SUPERVISOR/COUNSELOR QUESTIONNAIRES PHASES I AND II

		REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
						LESS			MORE		LESS			MORE				COUNSELING					H/A	R/A	ADMIN DUT					
		YES	NO	YES	NO	MUCH	SLGT	COMP	SLGT	MUCH	MUCH	SLGT	COMP	SLGT	MUCH	OR	TRNG	CAREER	WORK	PERS	TEEM	REG	ACT SCHD	TRNG PLAN	PAPER WORK	MTGS	YES	NO	YES	NO
HOST AGENCY																														
PHASE I		13	10	16	7	2	7	9	2	3	6	6	6	3	2	(21) 2200	(21) 2690	(22) 2930	(22) 3080	(22) 2925	(23) 97.0	(23) 52.5	(23) 0	(23) N/A	(23) 52	(23) 122	(9) 4	5	(10) 7	3
PHASE II		15	1	11	5	0	3	11	2	0	0	2	11	3	0	(16) 1585	(16) 1730	(16) 1634	(16) 1585	(16) 1630	(16) 64	(16) 53.3	N/A	N/A	4	1	(16) 1	15	(16) 13	3
TOTAL		28	11	27	12	2	10	20	4	3	6	8	17	6	2	(37) 3785	(37) 4420	(38) 4564	(38) 4665	(38) 4555	(39) 161	(39) 105.8	N/A	N/A	(39) 56	(39) 123	(25) 5	20	(26) 20	6
% OF RESPONSES		72	28	69	31	05	26	51	10	08	15	21	44	15	05	102.3	119.5	120.1	122.8	119.9	4.1	2.7	N/A	N/A	1.4	3.2	20	80	77	23
RECEIVING AGENCY																														
PHASE I		22	5	24	3	6	9	9	2	1	6	9	9	2	1	(27) 2571	(27) 2890	(27) 3025	(27) 3220	(27) 2780	(27) 116.3	(27) 94.3	N/A	(27) 52.5	(27) 138	(27) 231	(14) 6	8	(16) 11	5
PHASE II		15	1	11	5	0	3	11	2	0	0	2	11	3	0	(16) 1585	(16) 1730	(16) 1634	(16) 1585	(16) 1630	(16) 64	(16) 53.3	N/A	N/A	4	1	(16) 1	15	(16) 13	3
TOTAL		37	6	35	8	6	12	20	4	1	6	11	20	5	1	(43) 4156	(43) 4620	(43) 4659	(43) 4805	(43) 4410	(43) 180.3	(43) 147.6	N/A	N/A	(43) 142	(43) 232	(30) 7	23	(32) 24	8
% OF RESPONSES		86	14	81	19	14	28	47	09	02	14	26	47	12	02	96.7	107.4	108.4	111.7	102.6	4.2	3.4	N/A	N/A	3.3	5.4	23	77	75	25

SUMMARY OF SUPERVISOR/COUNSELOR QUESTIONNAIRES

PHASE I

			REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
							LESS		COMP	MORE		LESS		COMP	MORE		OR	TRNG	COUNSELING			TEEM	REG	H/A	R/A	ADMIN DUT					
			YES	NO	YES	NO	MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH			CAR-EER	WORK	PERS			ACT SCHD	TRNG PLAN	PAPER WORK	MTGS	YES	NO	YES	NO
LOS ANGELES AREA	HOST AGENCIES (13)	NO. OF RESPONSES	8	5	12	1	2	4	5	2	0	4	4	2	3	0	(11) 1100	(11) 1475	(12) 1500	(12) 1860	(12) 1585	(13) 43.5	(13) 24.5	(13) 0	(13) N/A	(13) 40	(13) 104	(7) 3	4	(8) 5	3
		% OF RESPONSES	61.5	38.5	92.3	7.7	15.4	30.8	38.4	15.4	0	30.8	30.8	15.4	23.0	0	100	113.5	125	155	132	3.3	1.9	0	N/A	3.1	8.0	42.9	57.1	62.5	37.5
	RECEIVING AGENCIES (13)	NO. OF RESPONSES	10	3	13	0	2	4	5	2	0	3	5	4	1	0	(13) 1216	(13) 1335	(13) 1320	(13) 1500	(13) 1240	(13) 66.8	(13) 66.3	(13) N/A	(13) 0	(13) 23	(13) 122	(8) 3	5	(7) 7	0
		% OF RESPONSES	76.9	23.1	100	0	15.4	30.8	38.5	15.4	0	23.1	38.4	30.8	7.7	0	93.5	102.7	101.5	115.4	95.4	5.1	5.1	N/A	0	1.8	9.4	37.5	62.5	100	0
SACRAMENTO AREA	HOST AGENCIES (10)	NO. OF RESPONSES	5	5	4	6	0	3	4	0	3	2	2	4	0	2	(10) 1100	(10) 1215	(10) 1430	(10) 1220	(10) 1340	(10) 53.5	(10) 28	(10) 0	(10) N/A	(10) 12	(10) 18	(2) 1	1	(2) 2	0
		% OF RESPONSES	50	50	40	60	0	30	40	0	30	20	20	40	0	20	110	121.5	143	122	134	5.4	2.8	0	N/A	1.2	1.8	50	50	100	0
	RECEIVING AGENCIES (5)	NO. OF RESPONSES	5	0	3	2	3	0	2	0	0	2	2	1	0	0	(5) 500	(5) 525	(5) 580	(5) 625	(5) 555	(5) 27.5	(5) 18	(5) N/A	(5) 2.0	(5) 3	(5) 23	(4) 1	3	(4) 1	3
		% OF RESPONSES	100	0	60	40	60	0	40	0	0	40	40	20	0	0	100	105	116	125	111	5.5	3.6	N/A	.4	.6	4.6	25	75	25	75
ALAMEDA AREA	RECEIVING AGENCIES (9)	NO. OF RESPONSES	7	2	8	1	1	5	2	0	1	1	2	4	1	1	(9) 855	(9) 1030	(9) 1125	(9) 1095	(9) 985	(9) 22	(9) 10	(9) N/A	(9) 50.5	(9) 112	(9) 86	(2) 2	0	(5) 3	2
		% OF RESPONSES	77.8	22.2	88.9	11.1	11.1	55.6	22.2	0	11.1	11.1	22.2	44.4	11.1	11.1	95	114	125	122	109	2.4	1.1	N/A	5.6	12.4	9.6	100	0	60	40
TOTALS	HOST AGENCIES (23)	NO. OF RESPONSES	13	10	16	7	2	7	9	2	3	6	6	6	3	2	(21) 2200	(21) 2690	(22) 2930	(22) 3080	(22) 2925	(23) 97.0	(23) 52.5	(23) 0	(23) N/A	(23) 52	(23) 122	(9) 4	5	(10) 7	3
		% OF RESPONSES	56.5	43.5	69.6	30.4	8.7	30.4	39.1	8.7	13	26.1	26.1	26.1	13	8.7	95.7	117													
	RECEIVING AGENCIES (27)	NO. OF RESPONSES	22	5	24	3	6	9	9	2	1	6	9	9	2	1	(27) 2571	(27) 2890	(27) 3025	(27) 3220	(27) 2780	(27) 116.3	(27) 94.3	(27) N/A	(27) 52.5	(27) 138	(27) 231	(14) 6	8	(16) 11	5
		% OF RESPONSES	81.5	18.5	88.9	11.1	22.2	33.3	33.3	7.4	3.7	22.2	33.3	33.3	7.4	3.7	95.2	107	112	119.3	103	4.3	3.5	N/A	1.9	5.1	8.6	42.9	57.1	68.8	31.3

SUPERVISOR/COUNSELOR QUESTIONNAIRES SACRAMENTO AREA PHASE I

AGENCY	PARTICIPANT	JOB CLASS	REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
							LESS		COMP	MORE		LESS		COMP	MORE				COUNSELING					H/A	R/A	ADMIN DUT					
			YES	NO	YES	NO	MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH	OR	TRNG	CAREER	WORK	PERS	TEEM	REG	ACT SCHD	TRNG PLAN	PAPER WORK	MTGS	YES	NO	YES	NO
HOST AGENCIES																															
EDD	59	CLERK I	X			X			X							X	100	150	150	150	105	7	3								
	61	CLERK I	X			X			X			X					100	150	150	150	175	10	3								
SUPVR PAT HOLT	34	APP INTVWR	X		X				X					X			100	100	0	110	0	3.5	3								
	63	CLERK I	X			X					X		X				100	125	400	200	200	12	3	0	N/A	12	6	X		X	
	65	APP INTVWR	X		X				X					X			100	150	100	150	150	6	3								
	62	CLK-TYP II		X		X					X		X				100	100	105	110	200	3.5	3								
	60	CLERK I		X		X		X						X			100	100	125	0	105	2	3								
	64	CLERK I		X		X					X					X	100	90	150	0	105	3.5	3								
CYA	75	GROUP SUP		X	X			X				X					200	150	150	200	200	4	2	0	N/A	0	12		X	X	
SUPVR J. HOLLAND	74	GROUP SUP		X	X			X						X			100	100	100	150	100	2	2								
HOST AGENCY TOTALS		(10)	5	5	4	6	0	3	4	0	3	2	2	4	0	2	1100	1215	1430	1220	1340	53.5	28	0	N/A	12	18	1	1	2	0
AVERAGES = TOTAL ÷ NUMBER OF RESPONSES			50	50	40	60	0	30	40	0	30	20	20	40	0	20	110	122	143	122	134	5.4	2.8	0	0	1.2	1.8	50	50	100	0
RECEIVING AGENCIES																															
AGRIC	36	MSA	X		X				X				X				100	100	100	100	125	5	4.5	N/A	2.0	0	15		X	X	
SUPV A. DUNLAP	65	MSA	X		X		X						X				100	125	80	200	125	4.5	4.5								
CONSUMER AFFAIRS																															
SUPV G. SMITH	34	INVEST. TRAINEE	X			X	X					X					100	150	200	125	105	10	5	N/A	0	3	3		X		X
K. HYDE	61	FILE CLK	X		X				X					X			100	100	0	100	100	4	4	N/A	0	0	2		X		X
	62	CLK-TYPIST	(SUPERVISOR DID NOT FEEL SHE HAD ENOUGH EXPERIENCE WITH PARTICIPANT TO COMPLETE QUESTIONNAIRE)																												
E. SIZEMORE																															
V. JUDSON	33	CLK-I	X			X	X					X					100	150	200	100	100	4	0	N/A	0	0	3	X			X
M. ZAMPATHAS																															

SUPERVISOR/COUNSELOR QUESTIONNAIRES SACRAMENTO AREA PHASE I

AGENCY	PARTICIPANT	JOB CLASS	REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
																								H/A	R/A	ADMIN DUT					
			YES	NO	YES	NO	LESS		COMP	MORE		LESS		COMP	MORE		OR	TRNG	COUNSELING			TEEM	REG	ACT SCHD	TRNG PLAN	PAPER WORK	MTGS	YES	NO	YES	NO
							MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH			CAREER	WORK	PERS										
RECEIVING AGENCY TOTALS		(5)	5	0	3	2	3	0	2	0	0	2	2	1	0	0	500	525	580	625	555	27.5	18	N/A	2.0	3	23	1	3	1	3
AVERAGES = TOTALS ÷ NUMBER OF RESPONSES			100	0	60	40	60	0	40	0	0	40	40	20	0	0	100	105	116	125	111	5.5	3.6	N/A	.4	.6	4.6	25	75	25	75

SUPERVISOR/COUNSELOR QUESTIONNAIRES — LOS ANGELES AREA - CONTD — PHASE I

AGENCY	PARTICIPANT	JOB CLASS	REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
							LESS		COMP	MORE		LESS		COMP	MORE				COUNSELING					H/A	R/A	ADMIN DUT					
			YES	NO	YES	NO	MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH	OR	TRNG	CAR-EER	WORK	PERS	TEEM	REG	ACT SCHD	TRNG PLAN	PAPER WORK	MTGS	YES	NO	YES	NO
RECEIVING AGENCIES																															
D/MV																															
SMITH	31	CLK-TYP	X		X				X						X		100	75	100	100	100	2	2	N/A	0	0	0	X		X	
CYA	56	GEN MAIN		X	X			X					X				100	100	100	00	100	1	.75	0	0						
EDMONDSON	57	STOCK CLK		X	X			X					X				100	100	100	100	100	1.25	.75	0	0	3	50	X		X	
	68	CLERICAL		X	X		X					X					150	150	150	150	150	2.5	.75	0	0						
COMP LA	47	HLTH PLNR TRAINEE	X		X				X				X				100	100	120	130	100	5	8	N/A	0						
GOWER	80	HLTH PLNR TRAINEE	X		X			X				X					100	150	100	130	100	8	8	N/A	0	10	50	X		X	
	46	CLK-TYP	X		X			X						X			100	100	120	150	100	5	3	N/A	0						
	45	CLK-TYP (RECEPT)	X		X				X				X				100	100	120	150	100	5	3	N/A	0						
HEALTH	39	SSA I	X		X				X					X			100	100	100	110	0	15	15	N/A	0	3	12		X	X	
NADER	44	SSA I	X		X		X					X					100	100	100	180	150	15	15	N/A	0				X	X	
	37	SSA I	X		X					X				X			33	80	50	50	70	2	4	N/A	0	0	6		X	X	
	38	SSA I	X		X					X			X				33	80	50	50	70	2	4	N/A	0				X	X	
CITY OF LAWNDALE																															
THOMPSON	48	CSO	X		X				X					X			100	100	110	100	100	2	2	N/A	0	7	4		X	N/A	
RECEIVING AGENCY TOTALS		(13)	10	3	13	0	2	4	5	2	0	3	5	4	1	0	1216	1335	1320	1500	1240	66.8	66.3	N/A	0	23	122	3	5	7	0
MEAN = TOTAL ÷ NUMBER OF RESPONSES			76.9	23.1	100	0	15.4	30.8	38.5	15.4	0	23.1	38.5	30.8	7.7	0	93.5	1027	101.5	115.4	95.4	5.1	5.1	N/A	0	1.8	9.4	37.5	625	100	0

SUPERVISOR/COUNSELOR QUESTIONNAIRES

LOS ANGELES AREA PHASE I

AGENCY	PARTICIPANT	JOB CLASS	REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
			YES	NO	YES	NO	LESS		COMP	MORE		LESS		COMP	MORE		OR	TRNG	COUNSELING			TEEM	REG	H/A	R/A	ADMIN DUT		YES	NO	YES	NO
							MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH			CAREER	WORK	PERS			ACT SCHD	TRNG PLAN	PAPER WORK	MTGS				
HOST AGENCIES																															
EDD	46	CLERICAL	X		X				X					X			N/A	N/A	100	175	100	3.5	1	0	N/A						
GARRETTO	45	CLERICAL	X		X				X					X			N/A	N/A	0	175	100	3.5	1	0		9	0				
KANE & CARTER	58	EDA	X		X				X			X					100	100	300	300	100	7	2	0							
	48	STOCK CLK	X		X					X					X		100	75	100	100	100	1	2	0							
	43	EDA	X		X				X						X		100	75	100	100	100	2	2	0		15	20		X	X	
	55	RECEPT	X		X					X					X		100	50	100	100	100	2	2	0						X	
CYA	71	FD SVC ASST	X		X			X				X					100	150	100	200	400	2	1	0					X		X
DAVIS	72	GROUNDSMAN	X		X		X					X					100	250	100	150	200	2	1	0					X		X
LAMBERT	44	PAROLE AID		X	X			X					X				100	150	150	125	110	4.5	3	0					X	X	
	38	PAROLE AID		X	X			X					X				100	150	150	125	125	4.5	3	0		6	68	X			X
	68	CLERICAL		X		X	X						X				100	200	150	200	150	6	3	0							
	47	PAROLE AID		X	X			X					X				100	150	150	110	0	3	3	0				X		X	
REHAB	66	RECEPT		X	X				X			X					100	125	(NOT ABLE TO ESTIMATE)			2.5	0.5	0		10	16	X		X	
HOST AGENCY TOTALS		(13)	8	5	12	1	2	4	5	2	0	4	4	2	3	0	1100	1475	1500	1860	1585	43.5	24.5	0	N/A	40	104	3	4	5	3
MEAN = TOTAL ÷ NUMBER OF RESPONSES			61.5	38.5	92.3	7.7	15.4	30.8	38.5	15.4	0	30.8	30.8	15.4	23.1	0	100	134	125	155	132	3.3	1.9	0	N/A	3.1	8.0	42.9	57.1	62.5	37.5

SUPERVISOR/COUNSELOR QUESTIONNAIRES — ALAMEDA AREA — PHASE I

AGENCY	PARTICIPANT	JOB CLASS	REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
			YES	NO	YES	NO	LESS		COMP	MORE		LESS		COMP	MORE		OR	TRNG	COUNSELING			TEEM	REG	H/A	R/A	ADMIN DUT		YES	NO	YES	NO
							MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH			CAR-EER	WORK	PERS			ACT SCHD	TRNG PLAN	PAPER WORK	MTGS				
RECEIVING AGENCIES																															
DEPT OF HEALTH	40	LAB ASST	X		X			X						X			115	115	100	135	135	2.0	1.0								
	41	LAB ASST	X		X				X					X			100	100	100	100	100	1.0	1.0	N/A	50.0	50.0	50.0	X		X	
	42	LAB ASST	X		X			X					X				100	115	100	135	150	3.0	1.0								
GOODWILL	49	PERS MGR	X		X						X					X	40	50	200	200	25	6	3.5	N/A	0.5	21.0	12.0	N/A		N/A	
D/MV	63	CLERK II	X		X			X					X				100	150	200	100	175	1.5	0.5	N/A	0	5.0	20.0	X		N/A	
ALAMEDA COUNTY	79	STOCK CLK	X		X				X					X			100	125	100	100	100	3.0	1.0	N/A	0	9.0	1.0	N/A		X	
	77	CLERK II		X		X		X						X			100	125	150	100	100	0.8	0.5	N/A	0	0	1.0	N/A		X	
	76	CLERK II	X		X			X							X		100	150	100	100	100	3.0	0.5	N/A	0	9.0	1.0	N/A			X
	78	REC ASST		X	X		X					X					100	100	75	125	100	2.0	1.0	N/A	0	18.0	1.0	N/A			X
RECEIVING AGENCY TOTALS		(9)	7	2	8	1	1	5	2	0	1	1	2	4	1	1	855	1030	1125	1095	985	22	10	N/A	50.5	112	86	2	0	3	2
MEAN = TOTAL ÷ NUMBER OF RESPONSES			77.8	22.2	88.9	11.1	11.1	55.6	22.2	0	11.1	11.1	22.2	44.4	11.1	11.1	95	114	125	122	109	2.4	1.1	N/A	5.6	12.4	9.6	100	0	60	40

SUMMARY OF SUPERVISOR/COUNSELOR QUESTIONNAIRES

PHASE II

		~~JOB CLASS~~	REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
							LESS		COMP	MORE		LESS		COMP	MORE		OR	TRNG	COUNSELING					H/A	R/A	ADMIN DUT					
			YES	NO	YES	NO	MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH			CAREER	WORK	PERS	TEEM	REG	ACT SCHD	TRNG PLAN	PAPER WORK	MTGS	YES	NO	YES	NO
LOS ANGELES AREA	HOST AGENCIES (4)	NUMBER OF RESPONSES	3	1	3	1		2	2				1	3			395	405	444	415	445	14	7.3	N/A	N/A	3	1	1	3	3	1
		% OF RESPONSES	75	25	75	25		50	50				25	75			98.8	101	111	103.8	111	7	3.7	N/A	N/A	.75	.25	25	75	75	25
	RECEIVING AGENCIES (0)																														
SACRAMENTO AREA	HOST AGENCIES (10)	NUMBER OF RESPONSES	10	0	6	4	0	1	7	2	0	0	1	6	3	0	990	1100	990	970	995	50	46	N/A	N/A	1	0	0	10	8	2
		% OF RESPONSES	100	0	60	40	0	10	70	20	0	0	10	60	30	0	99	110	99	97	99.5	7.1	6.6	N/A	N/A	100	0	0	100	80	20
	SAME AS RECEIVING AGENCIES																														
ALAMEDA AREA	HOST AGENCIES (2)	NUMBER OF RESPONSES	2	0	2	0	0	0	2	0	0	0	0	2	0	0	200	225	200	200	190	0	0	N/A	N/A	0	0	0	2	2	0
		% OF RESPONSES	100	0	100	0	0	0	100	0	0	0	0	100	0	0	100	112.5	100	100	95	0	0	N/A	N/A	0	0	0	100	100	0
	SAME AS RECEIVING AGENCIES																														
TOTAL HOST AND RECEIVING			15	1	11	5	0	3	11	2	0	0	2	11	3	0	1585	1730	1634	1585	1630	64	53.3	N/A	N/A	4	1	1	15	13	3
MEAN = TOTAL ÷ NUMBER OF RESPONSES (16)			93.8	6.2	68.8	31.3	0	18.8	68.8	12.5	0	0	12.5	68.8	18.8	0	99.1	108.1	102.1	99.1	101.9	4	3.3	N/A	N/A	.25	.06	6.2	93.8	81.3	18.7

SUPERVISOR/COUNSELOR QUESTIONNAIRES

SACRAMENTO AREA PHASE II

AGENCY	PARTICIPANT	JOB CLASS	REGULAR JOB		PROVIDES /DDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
							LESS		COMP	MORE		LESS		COMP	MORE				COUNSELING					H/A	R/A	ADMIN DUT					
			YES	NO	YES	NO	MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH	OR	TRNG	CAREER	WORK	PERS	TEEM	REG	ACT SCHD	TRNG PLAN	PAPER WORK	MTGS	YES	NO	YES	NO
SACRAMENTO COUNTY	07	JANITOR I	X			X			X					X			100	100	100	100	100	5.0	5.0	N/A	N/A	0	0		X	X	
	04	JANITOR I	X			X		X						X			100	100	100	100	100	5.0	5.0			0	0		X	X	
	06	JANITOR I	X			X			X					X			100	100	100	100	100	5.0	5.0			0	0		X	X	
	02	CLERK-TYP	X		X				X				X				100	105	100	110	110	6.0	5.0			0	0		X		X
	08	JANITOR I	X			X				X					X		100	90	100	100	100	10.0	10.0			0	0		X		
	03	FILE CLERK	X		X				X						X		100	100	100	100	100	SAME				0	0		X		X
	05	JANITOR I	X		X				X						X		100	100	100	90	100	SAME				0	0		X	X	
RAZA DRUG EFFORT	13	COUNSELOR	X		X				X					X			100	100	100	100	100	5.0	5.0			0	0		X	X	
PACIFIC POOLS	09	POOL CONST TRAINEE	X		X					X				X			90	100	90	70	80	SAME				0	0		X	X	
UC DAVIS	12	FOOD SVC WORKER I	X		X				X					X			100	105	100	100	105	14.0	11.0			1	0		X	X	
TOTALS		(10)	10	0	6	4	0	1	7	2	0	0	1	6	3	0	990	1100	990	970	995	50.0	46.0	N/A	N/A	1	0	0	10	8	2
MEAN = TOTAL ÷ NUMBER OF RESPONSES			100	0	60	40	0	10	70	20	0	0	10	60	30	0	99	110	99	97	99.5	7.1	6.6	N/A	N/A	100	0	0	100	80	20

SUPERVISOR/COUNSELOR QUESTIONNAIRES

LOS ANGELES AREA PHASE II

AGENCY	PARTICIPANT	JOB CLASS	REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
			YES	NO	YES	NO	LESS		COMP	MORE		LESS		COMP	MORE		OR	TRNG	COUNSELLING			TEEM	REG	H/A	R/A	ADMIN DUT		YES	NO	YES	NO
							MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH			CAREER	WORK	PERS			ACT SCHD	TRNG PLAN	PAPER WORK	MTGS				
REHAB	17	SOCIAL SVC AID		X	X			X						X			105	105	115	100	105	4	2.3	N/A	N/A	3	1	X		X	
	16	SOCIAL SVC AID	X			X			X					X			100	100	100	100	100	SAME		↓	↓	0	0		X		X
	29	SOCIAL SVC AID	X		X				X				X				100	100	125	125	150	10	5	↓	↓	0	0		X	X	
	30	SOCIAL SVC AID	X		X			X						X			90	100	100	90	90	SAME		↓	↓	0	0		X	X	
TOTALS		(4)	3	1	3	1	0	2	2	0	0	0	1	3	0	0	395	405	444	415	445	14	7.3	N/A	N/A	3	1	1	3	3	1
MEAN = TOTAL ÷ NUMBER OF RESPONSES			75	25	75	25	0	50	50	0	0	0	25	75	0	0	98.8	101	111	103.8	111	7	3.7	N/A	N/A	75	25	25	75	75	25

Supervisor/Counselor Questionnaires

ALAMEDA AREA PHASE II

AGENCY	PARTICIPANT	JOB CLASS	REGULAR JOB		PROVIDES ADDL OR INCR SVS		WORK OUTPUT OR EFFECTIVENESS					AVAILABLE PRODUCTIVE HOURS					TIME SPENT WITH TEEM AS A PERCENTAGE OF REGULAR STAFF					HOURS USED PER WEEK		HOURS USED FOR				MODIFY TEEM CONCEPT		TRAIN TO TAKE C/S EXAMS	
			YES	NO	YES	NO	LESS		COMP	MORE		LESS		COMP	MORE		OR	TRNG	COUNSELING			TEEM	REG	H/A	R/A	ADMIN DUT		YES	NO	YES	NO
							MUCH	SLGT		SLGT	MUCH	MUCH	SLGT		SLGT	MUCH			CAREER	WORK	PERS			ACT SCHD	TRNG PLAN	PAPERWORK	MTGS				
Alameda Co Youth Dev Inc	21	Counselor	X		X				X					X			100	125	100	100	90	SAME		N/A	N/A	0	0		X	X	
Rehab	22	Social Svc Aid	X		X				X					X			100	100	100	100	100	SAME		N/A	N/A	0	0		X	X	
TOTALS		(2)	2	0	2	0	0	0	2	0	0	0	0	2	0	0	200	225	200	200	190	0	0	N/A	N/A	0	0	0	2	2	0
Mean = Total ÷ number of responses			100	0	100	0	0	0	100	0	0	0	0	100	0	0	100	112.5	100	100	95	0	0	N/A	N/A	0	0	0	100	100	0

APPENDIX D

SUMMARY OF PARTICIPANT QUESTIONNAIRES

SUMMARY OF PARTICIPANT QUESTIONNAIRES PHASES I AND II

		PARTICIPANTS												TOTAL	
		SACTO	L.A.	ALAMEDA										#	%
1. IS YOUR JOB A REGULAR JOB?	YES	17	14	8										39	85
	NO	3	3	1										7	15
IF NO, DESCRIBE YOUR JOB.															
A. A JOB MADE FROM BITS AND PIECES OF OTHER JOBS.		3	2	1										6	86
B. MISCELLANEOUS DUTIES, I.E., JACK-OF-ALL-TRADES.		0	1	0										1	14
C. MAKE WORK.		0	0	0										0	0
2. HAVE YOU BEEN PROVIDED THE FOLLOWING:															
A. ORIENTATION	NONE	0	0	1										1	02
	LITTLE	2	6	2										10	22
	ADEQUATE	18	11	6										35	76
	TOO MUCH	0	0	0										0	0
B. TRAINING	NONE	2	1	0										3	07
	LITTLE	1	6	2										9	20
	ADEQUATE	17	10	6										33	72
	TOO MUCH	0	0	1										1	02
C. CAREER COUNSELING	NONE	6	4	1										11	24
	LITTLE	1	6	4										11	24
	ADEQUATE	13	7	4										24	52
	TOO MUCH	0	0	0										0	0
D. COUNSELING ON PERSONAL MATTERS.	NONE	7	5	1										13	28
	LITTLE	0	2	2										4	09
	ADEQUATE	13	10	6										29	63
	TOO MUCH	0	0	0										0	0
3. HOW DO YOU FEEL ABOUT THE AMOUNT OF TIME YOU SPENT AT THE HOST AGENCY?	NOT ENOUGH	3	2	0										5	11
	ADEQUATE	14	8	8										30	65
	TOO LONG	3	7	1										11	24

		PARTICIPANTS			TOTAL	
		SACTO	L.A.	ALAMEDA	#	%
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?						
A. AT THE HOST AGENCY	YES	4	6	2	12	26
	NO	16	11	7	34	74
IF YES, BY WHOM?	EMPLOYEES	3	3	1	7	44
	SUPERVISORS	0	5	1	6	38
	MANAGEMENT	1	1	1	3	19
WAS THIS TREATMENT	POSITIVE	1	2	4	7	41
	NEGATIVE	3	6	1	10	59
WHAT HOST AGENCY	CYA	4	1	1	6	46
	EDD	3	2	0	5	38
	REHAB	0	2	0	2	15
B. AT THE RECEIVING AGENCY	YES	4	5	3	12	31
	NO	14	7	6	27	69
IF YES, BY WHOM?	EMPLOYEES	3	2	2	7	39
	SUPERVISORS	3	3	1	7	39
	MANAGEMENT	1	2	1	4	22
WAS THIS TREATMENT	POSITIVE	1	2	2	5	29
	NEGATIVE	3	6	3	12	71
WHAT AGENCY						
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:						
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL	2	3	1	6	30
	HELPED	1	1	2	4	20
	HINDERED	3	5	2	10	50
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL	5	5	0	10	48
	HELPED	1	0	3	4	19
	HINDERED	0	5	2	7	33
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTEREST?	YES	13	4	9	26	70
	NO	5	6	0	11	30

SUMMARY OF PARTICIPANT QUESTIONNAIRES

PHASE I

		PARTICIPANTS												TOTAL	
		SACTO	L.A.	ALAMEDA										#	%
1. IS YOUR JOB A REGULAR JOB?	YES	7	11	6										24	80
	NO	3	2	1										6	20
IF NO, DESCRIBE YOUR JOB.															
A. A JOB MADE FROM BITS AND PIECES OF OTHER JOBS.		3	1	1										5	17
B. MISCELLANEOUS DUTIES, I.E., JACK-OF-ALL-TRADES.		-	1	-										1	3
C. MAKE WORK.		-	-	-										-	-
2. HAVE YOU BEEN PROVIDED THE FOLLOWING:															
A. ORIENTATION	NONE	-	-	1										1	3
	LITTLE	2	6	2										10	33
	ADEQUATE	8	7	4										19	63
	TOO MUCH	-	-	-										-	-
B. TRAINING	NONE	2	1	-										3	10
	LITTLE	1	6	2										9	30
	ADEQUATE	7	6	4										17	57
	TOO MUCH	-	-	1										1	3
C. CAREER COUNSELING	NONE	6	4	1										11	37
	LITTLE	1	4	3										8	27
	ADEQUATE	3	5	3										11	37
	TOO MUCH	-	-	-										-	-
D. COUNSELING ON PERSONAL MATTERS.	NONE	6	5	1										12	40
	LITTLE	-	2	2										4	13
	ADEQUATE	4	6	4										14	47
	TOO MUCH	-	-	-										-	-
3. HOW DO YOU FEEL ABOUT THE AMOUNT OF TIME YOU SPENT AT THE HOST AGENCY?	NOT ENOUGH	2	2	-										4	13
	ADEQUATE	5	5	7										17	57
	TOO LONG	3	6	-										9	30

SUMMARY OF PARTICIPANT QUESTIONNAIRES (CONTD.)

PHASE I

		PARTICIPANTS												TOTAL	
		SACTO	L.A.	ALAMEDA										#	%
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?															
A. AT THE HOST AGENCY	YES	3	5	2										10	33
	NO	7	8	5										20	67
IF YES, BY WHOM?	EMPLOYEES	2	3	1										6	20
	SUPERVISORS	-	4	1										5	17
	MANAGEMENT	1	1	1										3	10
WAS THIS TREATMENT	POSITIVE	1	2	4										7	23
	NEGATIVE	2	5	1										8	27
WHAT HOST AGENCY	CYA	4	1	1										6	20
	EDD	3	2	-										5	17
	REHAB	-	2	-										2	7
B. AT THE RECEIVING AGENCY	YES	3	5	3										11	37
	NO	5	7	4										16	53
IF YES, BY WHOM?	EMPLOYEES	2	2	2										6	20
	SUPERVISORS	2	3	1										6	20
	MANAGEMENT	-	2	1										3	10
WAS THIS TREATMENT	POSITIVE	-	2	2										4	13
	NEGATIVE	3	6	3										12	40
WHAT AGENCY															
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:															
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL	1	3	1										5	17
	HELPED	-	1	2										3	10
	HINDERED	3	4	2										9	30
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL	4	5	-										9	30
	HELPED	-	-	3										3	10
	HINDERED	-	4	2										6	20
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTERESTS?	YES	4	4	7										15	50
	NO	4	6	-										10	33

PARTICIPANT QUESTIONNAIRES

SACRAMENTO AREA PHASE I

		PARTICIPANTS								St. C.				TOTAL	
		36	65	61	33	59	74	75	64	60	34		N = 10	#	%
1. Is your job a regular job?	Yes	X	X	X		X	X	X			X			7	70
	No				X				X	X				3	30
If No, describe your job.															
A. A job made from bits and pieces of other jobs.					X				X	X				3	30
B. Miscellaneous duties, i.e., Jack-of-All-Trades.														-	-
C. Make work.														-	-
2. Have you been provided the following:															
A. Orientation	None													-	-
	Little						X		X					2	20
	Adequate	X	X	X	X	X		X		X	X			8	80
	Too Much													-	-
B. Training	None				X		X							2	20
	Little			X										1	10
	Adequate	X	X			X		X	X	X	X			7	70
	Too Much													-	-
C. Career Counseling	None			X	X	X	X			X	X			6	60
	Little							X						1	10
	Adequate	X	X						X					3	30
	Too Much													-	-
D. Counseling on personal matters.	None			X	X		X	X	X		X			6	60
	Little													-	-
	Adequate	X	X			X				X				4	40
	Too Much													-	-
3. How do you feel about the amount of time you spent at the host agency?	Not Enough				X	X								2	20
	Adequate	X	X	X						X	X			5	50
	Too Long						X	X	X					3	30

PARTICIPANT QUESTIONNAIRES (CONTD.)

SACRAMENTO AREA PHASE I

							PARTICIPANTS			ST. C.				TOTAL	
		36	65	61	33	59	74	75	64	60	34		N = 10	#	%
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?															
A. AT THE HOST AGENCY	YES				X		X	X						3	30
	NO	X	X	X		X			X	X	X			7	70
IF YES, BY WHOM?	EMPLOYEES				X			X						2	20
	SUPERVISORS													-	-
	MANAGEMENT						X							1	10
WAS THIS TREATMENT	POSITIVE				X									1	10
	NEGATIVE						X	X						2	20
WHAT HOST AGENCY	CYA				X	X	X	X						4	40
	EDD								X	X	X			3	30
	REHAB													-	-
B. AT THE RECEIVING AGENCY	YES			X	X	N/A	N/A				X			3	30
	NO	X	X					X	X	X				5	50
IF YES, BY WHOM?	EMPLOYEES			X	X		HAS NOT BEEN AT THE N/A LONG ENOUGH							2	20
	SUPERVISORS				X						X			2	20
	MANAGEMENT													-	-
WAS THIS TREATMENT	POSITIVE													-	-
	NEGATIVE			X	X						X			3	30
WHAT AGENCY				D/CA	D/CA			D/CA			D/CA				
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:															
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL			X		N/A								1	10
	HELPED													-	-
	HINDERED				X		X	X						3	30
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL			X	X		X	X						4	40
	HELPED													-	-
	HINDERED													-	-
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTEREST?	YES	X					X		X	X	X			4	40
	NO		X	X	X	N/A		X						4	40

PARTICIPANT QUESTIONNAIRES

LOS ANGELES PHASE I

		PARTICIPANTS												
		46	45	48	68	44	47	66	39	67	51	50	52	SUB-TOTAL
1. IS YOUR JOB A REGULAR JOB?	YES	X	X	X		X	X	X	X		X	X	X	10
	NO				X					X				2
IF NO, DESCRIBE YOUR JOB.														
A. A JOB MADE FROM BITS AND PIECES OF OTHER JOBS.					X									1
B. MISCELLANEOUS DUTIES, I.E., JACK-OF-ALL-TRADES.										X				1
C. MAKE WORK.														
2. HAVE YOU BEEN PROVIDED THE FOLLOWING:														
A. ORIENTATION	NONE													
	LITTLE					X	X	X	X	X				5
	ADEQUATE	X	X	X	X						X	X	X	7
	TOO MUCH													
B. TRAINING	NONE											X		1
	LITTLE				X	X	X	X	X					5
	ADEQUATE	X	X	X						X	X		X	6
	TOO MUCH													
C. CAREER COUNSELING	NONE	X	X			X			X					4
	LITTLE						X	X			X			3
	ADEQUATE			X	X					X		X	X	5
	TOO MUCH													
D. COUNSELING ON PERSONAL MATTERS.	NONE	X					X				X		X	4
	LITTLE					X		X						2
	ADEQUATE		X	X	X				X	X		X		6
	TOO MUCH													
3. HOW DO YOU FEEL ABOUT THE AMOUNT OF TIME YOU SPENT AT THE HOST AGENCY?	NOT ENOUGH				X	X								2
	ADEQUATE	X	X	X				X					X	5
	TOO LONG						X		X	X	X	X		5

PARTICIPANT QUESTIONNAIRES (CONTD.)

LOS ANGELES PHASE I

		PARTICIPANTS												SUB-TOTAL
		46	45	48	68	44	47	66	39	67	51	50	52	
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?														
A. AT THE HOST AGENCY	YES	X			X			X	X					4
	NO		X	X		X	X			X	X	X	X	8
IF YES, BY WHOM?	EMPLOYEES	X			X				X					3
	SUPERVISORS	X						X	X					3
	MANAGEMENT							X	COUNSELOR					1
WAS THIS TREATMENT	POSITIVE								X					1
	NEGATIVE	X			X			X	X					4
WHAT HOST AGENCY	CYA				X									1
	EDD	X												1
	REHAB							X	X					2
B. AT THE RECEIVING AGENCY	YES	X					X				X	X		4
	NO		X	X	N/A	X		N/A	X	N/A	X		X	7
IF YES, BY WHOM?	EMPLOYEES	X					X							2
	SUPERVISORS						X					X		2
	MANAGEMENT						X				X			2
WAS THIS TREATMENT	POSITIVE										LBCOE			2
	NEGATIVE	X					X				COMP LA DMV	METRO HOSP		5
WHAT AGENCY		COMP LA					COMP LA				COMP LA DMV	METRO HOSP		(3) COMP LA (1) DMV (1) METRO HOSP
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:														
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL								X		X	X		3
	HELPED													-
	HINDERED	X			X		X	X						4
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL						X		X		X	X		4
	HELPED													-
	HINDERED	X			X			X						3
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTEREST?	YES			X		X	X						X	4
	NO	X	X		N/A			N/A	X	N/A	X	X		5

PARTICIPANT QUESTIONNAIRES

LOS ANGELES AREA PHASE I

		PARTICIPANTS												GRAND TOTAL	
		J. TAYLOR											N = 13	#	%
1. Is your job a regular job?	Yes	X												11	85
	No													2	15
If No, describe your job.															
A. A job made from bits and pieces of other jobs.														1	8
B. Miscellaneous duties, i.e., Jack-of-all-Trades.														1	8
C. Make work.														-	-
2. Have you been provided the following:															
A. Orientation	None													-	-
	Little	X												6	46
	Adequate													7	54
	Too Much													-	-
B. Training	None													1	8
	Little	X												6	46
	Adequate													6	46
	Too Much													-	-
C. Career counseling	None													4	31
	Little	X												4	31
	Adequate													5	38
	Too Much													-	-
D. Counseling on personal matters.	None	X												5	38
	Little													2	15
	Adequate													6	46
	Too Much													-	-
3. How do you feel about the amount of time you spent at the host agency?	Not Enough													2	15
	Adequate													5	38
	Too Long	X												6	46

PARTICIPANT QUESTIONNAIRES (CONTD.) LOS ANGELES AREA PHASE I

		PARTICIPANTS												GRAND TOTAL	
		J. TAYLOR												#	%
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?															
A. AT THE HOST AGENCY	YES	X												5	38
	NO													8	62
IF YES, BY WHOM?	EMPLOYEES													3	23
	SUPERVISORS	X 1/												4	31
	MANAGEMENT													1	8
WAS THIS TREATMENT	POSITIVE	X 1/												2	15
	NEGATIVE	X 1/												5	38
WHAT HOST AGENCY	CYA													1	8
	EDD	X												2	15
	REHAB													2	15
B. AT THE RECEIVING AGENCY	YES	X												5	38
	NO													7	54
IF YES, BY WHOM?	EMPLOYEES													2	15
	SUPERVISORS	X												3	23
	MANAGEMENT													2	15
WAS THIS TREATMENT	POSITIVE													2	15
	NEGATIVE	X												6	46
WHAT AGENCY		COMP LA												(4) COMP LA (1) DMV (1) METRO HOSP	
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:															
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL													3	23
	HELPED	X (H.A)												1	8
	HINDERED													4	31
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL	X (H.A.)												5	38
	HELPED													-	-
	HINDERED	X (BA)												4	31
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTEREST?	YES													4	31
	NO	X												6	46
		FEELS JOB/ PERSON MATCH IS NOT THE BEST.													

1/ EMPLOYEE HAD TWO SUPERVISORS. SHE FEELS THAT THE FIRST SUPERVISOR HAD A NEGATIVE ATTITUDE, BUT DOES NOT FEEL THAT THIS HURT HER ADJUSTING OR LEARNING HOST AGENCY FUNCTIONS.

PARTICIPANT QUESTIONNAIRES

ALAMEDA AREA PHASE I

		PARTICIPANTS												TOTAL	
		40	42	41	63	76	77	78					N = 7	#	%
1. Is your job a regular job?	Yes		X	X	X	X	X	X						6	86
	No	X												1	14
If No, describe your job.															
A. A job made from bits and pieces of other jobs.		X												1	14
B. Miscellaneous duties, i.e., jack-of-all-trades.														-	-
C. Make work.														-	-
2. Have you been provided the following:															
A. Orientation	None	X												1	14
	Little		X					X						2	29
	Adequate			X	X	X	X							4	57
	Too Much														
B. Training	None														
	Little	X						X						2	29
	Adequate			X	X	X	X							4	57
	Too Much		X											1	14
C. Career counseling	None							X						1	14
	Little	X	X			X								3	43
	Adequate			X	X		X							3	43
	Too Much														
D. Counseling on personal matters.	None	X												1	14
	Little		X			X								2	29
	Adequate			X	X		X	X						4	57
	Too Much														
3. How do you feel about the amount of time you spent at the host agency?	Not Enough														
	Adequate	X	X	X	X	X	X	X						7	100
	Too Long														

PARTICIPANT QUESTIONNAIRES (CONTD.) ALAMEDA AREA PHASE I

		PARTICIPANTS												TOTAL	
		40	42	41	63	76	77	78					N = 7	#	%
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?															
A. AT THE HOST AGENCY	YES				X			X						2	29
	NO	X	X	X		X	X							5	71
IF YES, BY WHOM?	EMPLOYEES							X						1	14
	SUPERVISORS							X						1	14
	MANAGEMENT							X						1	14
WAS THIS TREATMENT	POSITIVE			X	X	X	X							4	57
	NEGATIVE							X						1	14
WHAT HOST AGENCY	CYA							X						1	14
	EDD													-	
	REHAB													-	
B. AT THE RECEIVING AGENCY	YES		X			X		X						3	43
	NO	X		X	X		X							4	57
IF YES, BY WHOM?	EMPLOYEES		X					X						2	29
	SUPERVISORS							X						1	14
	MANAGEMENT							X						1	14
WAS THIS TREATMENT	POSITIVE			X			X							2	29
	NEGATIVE		X			X		X						3	43
WHAT AGENCY						DMV									
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:															
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL		X											1	14
	HELPED				X		X							2	29
	HINDERED					X		X						2	29
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL														
	HELPED		X		X		X							3	43
	HINDERED					X		X						2	29
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTEREST?	YES	X	X	X	X	X	X	X						7	100
	NO														

PHASE II
SUMMARY OF PARTICIPANT QUESTIONNAIRES

		PARTICIPANTS												TOTAL	
		SACTO	LA	ALAMEDA										#	%
1. IS YOUR JOB A REGULAR JOB?	YES	10	3	2										15	93.8
	NO		1											1	6.2
IF NO, DESCRIBE YOUR JOB.															
A. A JOB MADE FROM BITS AND PIECES OF OTHER JOBS.			1											1	6.2
B. MISCELLANEOUS DUTIES, I.E., JACK-OF-ALL-TRADES.															
C. MAKE WORK.															
2. HAVE YOU BEEN PROVIDED THE FOLLOWING:															
A. ORIENTATION	NONE														
	LITTLE														
	ADEQUATE	10	4	2										16	100
	TOO MUCH														
B. TRAINING	NONE														
	LITTLE														
	ADEQUATE	10	4	2										16	100
	TOO MUCH														
C. CAREER COUNSELING	NONE														
	LITTLE		2	1										3	18.8
	ADEQUATE	10	2	1										13	81.2
	TOO MUCH														
D. COUNSELING ON PERSONAL MATTERS.	NONE	1												1	6.2
	LITTLE														
	ADEQUATE	9	4	2										15	93.8
	TOO MUCH														
3. HOW DO YOU FEEL ABOUT THE AMOUNT OF TIME YOU SPENT AT THE HOST AGENCY?	NOT ENOUGH	1												1	6.2
	ADEQUATE	9	3	1										13	81.2
	TOO LONG		1	1										2	12.5

		PARTICIPANTS												TOTAL	
		SACTO	LA	ALAMEDA										#	%
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?															
A. AT THE HOST AGENCY	YES	1	1											2	12.5
	NO	9	3	2										14	87.5
IF YES, BY WHOM?	EMPLOYEES	1												1	6.2
	SUPERVISORS		1											1	6.2
	MANAGEMENT														
WAS THIS TREATMENT	POSITIVE														
	NEGATIVE	1	1											2	12.5
WHAT HOST AGENCY	CYA SAC														
	EDD CO														
	[✓ REHAB]														
B. AT THE RECEIVING AGENCY	YES	1												1	6.2
	NO	9		2										11	68.8
IF YES, BY WHOM?	EMPLOYEES	1												1	6.2
	SUPERVISORS	1												1	6.2
	MANAGEMENT	1												1	6.2
WAS THIS TREATMENT	POSITIVE	1												1	6.2
	NEGATIVE														
WHAT AGENCY															
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:															
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL	1												1	6.2
	HELPED	1												1	6.2
	HINDERED		1											1	6.2
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL	1												1	6.2
	HELPED	1												1	6.2
	HINDERED		1											1	6.2
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTEREST?	YES	9		2										11	68.8
	NO	1												1	6.2

PARTICIPANT QUESTIONNAIRES

SACRAMENTO AREA PHASE II

		PARTICIPANTS												TOTAL	
		22	04	06	02	08	03	05	13	09	12			#	%
1. Is your job a regular job?	Yes	X	X	X	X	X	X	X	X	X	X			10	100
	No														
If No, describe your job.															
A. A job made from bits and pieces of other jobs.															
B. Miscellaneous duties, i.e., Jack-of-All-Trades.															
C. Make work.															
2. Have you been provided the following:															
A. Orientation	None														
	Little														
	Adequate	X	X	X	X	X	X	X	X	X	X			10	100
	Too Much														
B. Training	None														
	Little														
	Adequate	X	X	X	X	X	X	X	X	X	X			10	100
	Too Much														
C. Career Counseling	None														
	Little														
	Adequate	X	X	X	X	X	X	X	X	X	X			10	100
	Too Much														
D. Counseling on personal matters.	None		X												
	Little													1	10
	Adequate	X		X	X	X	X	X	X	X	X			9	90
	Too Much														
3. How do you feel about the amount of time you spent at the host agency?	Not Enough										X			1	10
	Adequate	X	X	X	X	X	X	X	X	X				9	90
	Too Long														

		PARTICIPANTS												TOTAL	
		22	04	06	02	08	03	05	13	09	12			#	%
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?															
A. AT THE HOST AGENCY	YES		X											1	10
	NO	X		X	X	X	X	X	X	X	X			9	90
IF YES, BY WHOM?	EMPLOYEES													1	10
	SUPERVISORS														
	MANAGEMENT														
WAS THIS TREATMENT	POSITIVE														
	NEGATIVE		X											1	10
WHAT HOST AGENCY	CYA														
	EDD														
	REHAB														
B. AT THE RECEIVING AGENCY	YES									X				1	10
	NO	X	X	X	X	X	X	X	X		X			9	90
IF YES, BY WHOM?	EMPLOYEES									X				1	10
	SUPERVISORS									X				1	10
	MANAGEMENT									X				1	10
WAS THIS TREATMENT	POSITIVE									X				1	10
	NEGATIVE														
WHAT AGENCY															
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:															
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL		X											1	10
	HELPED									X				1	10
	HINDERED														
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL		X											1	10
	HELPED									X				1	10
	HINDERED														
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTEREST?	YES	X	X	X	X	X	X	X	X	X				9	90
	NO										X			1	10

PARTICIPANT QUESTIONNAIRES **LOS ANGELES AREA PHASE II**

		PARTICIPANTS												TOTAL	
		30	16	29	17									#	%
1. Is your job a regular job?	Yes	X		X	X									3	75
	No		X											1	25
If No, describe your job.															
A. A job made from bits and pieces of other jobs.			X											1	25
B. Miscellaneous duties, i.e., jack-of-all-trades.															
C. Make work.															
2. Have you been provided the following:															
A. Orientation	None														
	Little														
	Adequate	X	X	X	X									4	100
	Too Much														
B. Training	None														
	Little														
	Adequate	X	X	X	X									4	100
	Too Much														
C. Career counseling	None														
	Little		X		X									2	50
	Adequate	X		X										2	50
	Too Much														
D. Counseling on personal matters.	None														
	Little														
	Adequate	X	X	X	X									4	100
	Too Much														
3. How do you feel about the amount of time you spent at the host agency?	Not Enough														
	Adequate	X	X	X										3	75
	Too Long				X									1	25

		PARTICIPANTS												TOTAL	
		30	16	29	17									#	%
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?															
A. AT THE HOST AGENCY	YES		X											1	25
	NO	X		X	X									3	75
IF YES, BY WHOM?	EMPLOYEES														
	SUPERVISORS		X											1	25
	MANAGEMENT														
WAS THIS TREATMENT	POSITIVE														
	NEGATIVE		X											1	25
WHAT HOST AGENCY	CYA														
	EDD														
	[✓ REHAB]														
B. AT THE RECEIVING AGENCY	YES														
	NO														
IF YES, BY WHOM?	EMPLOYEES														
	SUPERVISORS														
	MANAGEMENT														
WAS THIS TREATMENT	POSITIVE														
	NEGATIVE														
WHAT AGENCY															
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:															
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL														
	HELPED														
	HINDERED		X											1	25
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL														
	HELPED														
	HINDERED		X											1	25
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTEREST?	YES														
	NO														

PARTICIPANT QUESTIONNAIRES ALAMEDA AREA PHASE II

		PARTICIPANTS												TOTAL	
		22	21											#	%
1. Is your job a regular job?	Yes	X	X											2	100
	No														
If No, describe your job.															
A. A job made from bits and pieces of other jobs.															
B. Miscellaneous duties, i.e., Jack-of-All-Trades.															
C. Make work.															
2. Have you been provided the following:															
A. Orientation	None														
	Little														
	Adequate	X	X											2	100
	Too Much														
B. Training	None														
	Little														
	Adequate	X	X											2	100
	Too Much														
C. Career Counseling	None														
	Little	X												1	50
	Adequate		X											1	50
	Too Much														
D. Counseling on personal matters.	None														
	Little														
	Adequate	X	X											2	100
	Too Much														
3. How do you feel about the amount of time you spent at the host agency?	Not Enough														
	Adequate		X											1	50
	Too Long	X												1	50

		PARTICIPANTS												TOTAL	
														#	%
		22	21												
4. WERE YOU TREATED DIFFERENTLY THAN THE REGULAR STAFF?															
A. AT THE HOST AGENCY	YES														
	NO	X	X											2	100
IF YES, BY WHOM?	EMPLOYEES														
	SUPERVISORS														
	MANAGEMENT														
WAS THIS TREATMENT	POSITIVE														
	NEGATIVE														
WHAT HOST AGENCY	CYA														
	EDD														
	REHAB														
B. AT THE RECEIVING AGENCY	YES														
	NO	X	X											2	100
IF YES, BY WHOM?	EMPLOYEES														
	SUPERVISORS														
	MANAGEMENT														
WAS THIS TREATMENT	POSITIVE														
	NEGATIVE														
WHAT AGENCY															
C. IF YES TO EITHER A OR B, HOW DID THIS TREATMENT AFFECT:															
(1) YOUR ADJUSTMENT TO THE WORK ENVIRONMENT	NOT AT ALL														
	HELPED														
	HINDERED														
(2) YOUR ABILITY TO LEARN THE JOB	NOT AT ALL														
	HELPED														
	HINDERED														
5. IF YOU ARE AT A RECEIVING AGENCY, DO YOU FEEL THAT YOUR ASSIGNMENT MATCHES YOUR ABILITIES, SKILLS, AND INTEREST?	YES	X	X											2	100
	NO														